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The Committee would like to recognize the commitment and dedication of the late Winfield Frank whose contribution significantly helped in crafting the Plan.

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CHAPTER 1: INTRODUCTION

Since the adoption of the 1987 Comprehensive Plan Update for Queen Anne's County, the development of an area plan for Kent Narrows has been a planning priority of the elected officials and Department of Planning and Zoning. The County officials, residents and business owners recognize a need for special attention to planning future development of Kent Narrows. This Community Plan, recognized as part of the County's 2002 Comprehensive Plan, provides a community vision, goals, objectives, policies and plans for future development of Kent Narrows. This Plan also includes an implementation strategy to support realizing the future vision for Kent Narrows.

Purpose of the Plan

The Kent Narrows Community Plan establishes a community vision, goals, objectives and recommendations for the long-term growth management of the Kent Narrows Area. The purpose of the plan is to provide a blueprint that defines Kent Narrows as a year-round destination place. The goal of the plan is to facilitate orderly mixed-use, commercial, light industrial, marine oriented and seafood industry oriented uses as well as residential uses integrated with destination attractions, facilities and accommodations. The traditional working waterfront character of the area will be maintained through a focus on strategies to create a destination place by land and water with attractions for visitors, local residents and working watermen.

The plan considers land and water when addressing land use, economic development (*tourism and employment*), recreation, infrastructure and transportation needs. The plan has been developed with an emphasis on visitor attractions, implementation and funding. The plan also seeks to direct public and private investment decisions regarding the development of the community. It is the intent of this plan to put forth a strategy for responsible growth that recognizes the physical character of the area and the needs of its citizens, business owners and visitors, now and in the future.

Plan Hierarchy

There already exists a hierarchy of state, county and Growth Area plans and regulations which affect planning further development of the Kent Narrows area.

Maryland Economic Growth, Resource Protection and Planning Act of 1992

The Maryland Economic Growth, Resource Protection and Planning Act of 1992 (the Planning Act) took effect on October 1, 1992. The Planning Act mandated that, by July of 1997, all local governments in the state adopt plans and implementation strategies that achieve seven general "visions:" The Act was subsequently amended in 2000 to add an eighth vision. These "Eight Visions" are as follows:

1. Development is concentrated in suitable areas;
2. Sensitive Areas are protected;
3. In rural areas, growth is directed to existing population centers and resource areas are protected;
4. Stewardship of the Chesapeake Bay and the land is a universal ethic;
5. Conservation of resources, including a reduction in resource consumption, is practiced;
6. To assure the achievement of the above-mentioned visions, economic growth is encouraged and regulatory mechanisms are streamlined;
7. Adequate public facilities and infrastructure, under the control of the County, are available or planned in areas where growth is to occur; and
8. Funding mechanisms are addressed to achieve these visions.



In short, the Planning Act requires local governments to reduce sprawl development, concentrate growth in and around existing development areas, promote economic development and protect sensitive natural resources. The Act also requires that all state and local government investments in infrastructure (roads, sewer, water, schools, etc.) be consistent with adopted local growth management plans. These “Eight Visions” of the Maryland Economic Growth, Resource Protection and Planning Act of 1992 as amended in 2000 are hereby incorporated as goals of the Kent Narrows Community Plan.

2002 Comprehensive Plan

The 2002 Comprehensive Plan is based on the same general growth management principles adopted in the 1993 Comprehensive Plan and the subsequent Growth Area plans. The original Kent Narrows Plan was adopted in April 1992 as part of the implementation of the County’s 1987 Plan. The County’s 1993 Plan is consistent with the State’s “Smart Growth” initiatives and the 2002 Plan represents a fine-tuning of existing policy.

Designated Growth Sub-Areas

In the County’s 1993 Comprehensive Plan Update, Kent Narrows was one of six designated Growth Sub-Areas. Stevensville, Chester, Grasonville, Queenstown and Centreville are the other designated Growth Areas in the County. The original Kent Narrows Area Plan and its associated zoning changes were adopted in 1992 as part of the implementation of the 1987 Plan. In 1990 the County Commissioners established the Kent Narrows Development Foundation (KNDF), a not-for-profit corporation charged with facilitating mixed-use, commercial, recreation and tourism activities for the area. The Foundation is charged with assisting in the update of the community plan and accompanying ordinances and manuals. The KNDF participated in the development of the 1992 plan.

The 1993 Comprehensive Plan included policies to shift development to designated Growth Areas such as Kent Narrows; the subsequently adopted Growth Area plans provide additional guidance and policies to manage development. The Kent Narrows Area Plan was included as a Chapter in the 1993 Comprehensive Plan, and the Kent Narrows Area Plan has not been updated since. Map 1 represents the Kent Narrows Growth Area boundary as adopted in the County’s 1993 Comprehensive Plan.

While the other designated Growth Areas increased in area as part of the County’s 2002 Comprehensive Plan, the Kent Narrows Growth Area boundary remained unchanged. At present, the County lacks infrastructure, an essential element to encourage growth in Kent Narrows. Implementation of the County’s Growth Area policy (*which is consistent with and to the large part required by State Smart Growth Initiatives*) has been stymied by a lack of available water and sewer infrastructure to serve this Growth Area, as well as the lack of sufficient funding mechanisms to implement the necessary improvements. This issue must be addressed to provide necessary incentives for development to occur in the Kent Narrows Growth Area rather than in areas of the County or region not designated for growth.

1997 Smart Growth Initiatives

In 1997, the State of Maryland enacted “Smart Growth” legislation. The Smart Growth legislative package consists of several key aspects, the centerpiece of which is the “Priority Funding Areas” law. This law limits State funding for infrastructure and economic development to locations that meet specific State criteria for “priority funding areas.” State funding through grants, loans or governmental transfers is critical to the county’s ability to serve both existing and future residents and businesses.





1988 Chesapeake Bay Critical Area Program

On June 29, 1988,, the County adopted its Chesapeake Bay Critical Area program and regulations in accordance with State Law, which was updated and amended on February 15, 1989 and June 4, 1996. The Critical Area is generally defined as all lands within 1,000 feet of the shoreline or head waters for the Bay proper and its tidal tributaries. State law governing the Chesapeake Bay Critical Area regulations does not provide much discretion for local governments to change environmental protection standards. The County has adopted local Critical Area regulations consistent with the State guidelines. However, in accordance with State law, the County does have the ability to change a limited amount of Critical Area mapping in order to facilitate local growth management objectives. As part of this program, a State Critical Areas Commission was created to review community development plans for consistency with the program's growth management objectives and regulations.

Interim Adequate Public Facilities Ordinances (IAPFO)/Adequate Public Facilities Ordinances (APFO)

In March 2001, the County Commissioners adopted an Interim Adequate Public Facilities Ordinance. The IAPFO at the time was a growth management tool that linked approvals for new development to available capacity of essential public facilities such as schools, roads, sewer and water. This ordinance allows the County and local governments to manage the timing and sequencing of infrastructure improvements. In short, the developer must either comply with established thresholds for public facilities, or pay for or build the essential public facility improvements, or postpone development until the government plans for and provides the facilities. The County is in the process of preparing an Adequate Public Facilities Ordinance (APFO) and Growth Management Ordinance (GMO).

Kent Narrows Community Plan

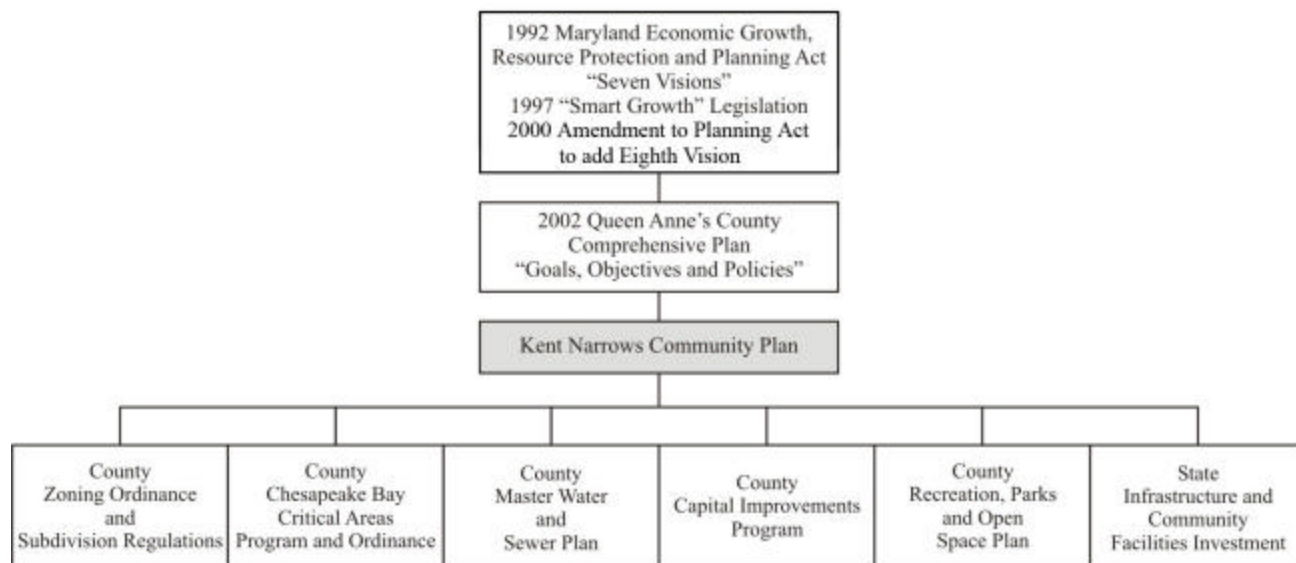
The Kent Narrows Community Plan will ultimately serve as the official Comprehensive Plan for the Kent Narrows Growth Area. It will also be the basis for any required amendments to the County's Zoning Ordinance and Subdivision Regulations, Chesapeake Bay Critical Area Program and Ordinance, Master Water and Sewer Plan, Capital Improvements Program, and any other County plans or regulations affecting the growth and development of Kent Narrows.

It is important to note that this Plan establishes a long-term vision for Kent Narrows that will be phased in over a period of twenty years or more. Community priorities, funding resources and market conditions will all affect the implementation time line. The Plan is flexible and should be revised as situations warrant and community objectives change. It is mandated by the State that this Plan be reviewed and if necessary, revised and updated by the County every six years.



The *Figure 1: Plan Relationships* below shows the relationship of the Kent Narrows Community Plan to these other existing plans and regulations.

Figure 1: Plan Relationships



Plan Development Process

The Queen Anne's County Commissioners determined that the formulation of the Community Plans for each growth sub-area would be a public process. The following describes various aspects of the plan development process with a process diagram depicted on the next page.

Citizens Advisory Committee (CAC)

In the appointment of the Kent Narrows CAC, letters of interest were solicited from residents and property owners while recognizing the important role of the KNDF. An effort was made to select a group that represented a cross section of the community. In March of 2005, the County Commissioners appointed a CAC to work with the County Staff and consultants to prepare the Kent Narrows Community Plan. The consulting team of Johnson, Mirmiran & Thompson (JMT) was retained to provide technical assistance. The CAC membership insisted that the plan development process build upon the 1992 Kent Narrows Area Plan goals, objectives and strategies.



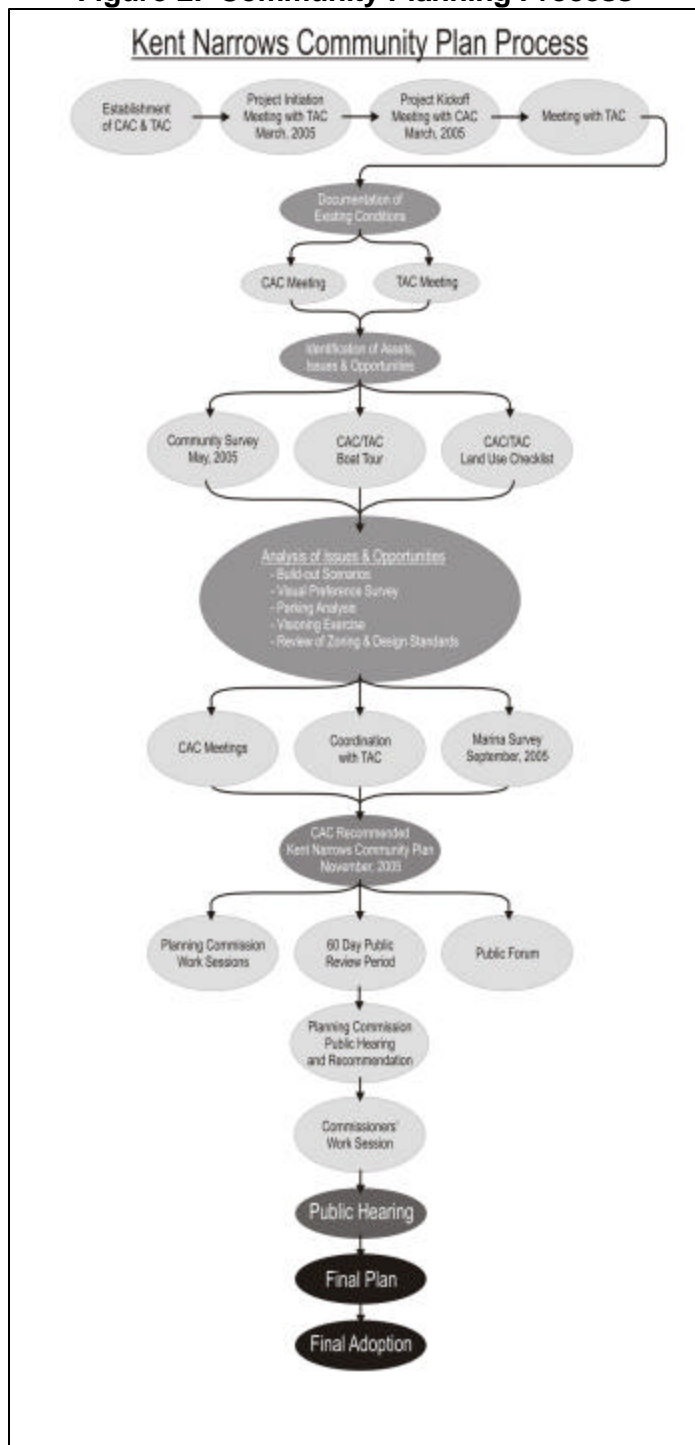


The CAC began working along with the County Department of Planning and Zoning in March 2005, and continued to meet monthly from that point on. The main goal of the meetings with the CAC was to establish a baseline, in terms of where the community has been, where it is now and where the community would like to be in the future. Issues that were researched, analyzed and discussed focused on the current condition of the community, including land use, environmental resources, economic development opportunities and infrastructure. Topics considered by the CAC evolved to include growth projections for the community, development concepts to enhance the community as a year-round destination and other enhancements to Kent Narrows to support access to the waterfront and interconnectivity, and growth management recommendations for the Planning Area as a whole. The CAC contributed valuable input to the planning process and assisted the County Commissioners, Planning Commission, staff and consultant team to better understand the desires, concerns and sentiments of residents, civic groups, businesses, landowners, developers and other special interest groups. Several interim reports, exhibits and maps were prepared for review by the committee. By September 2005, a draft plan was prepared and reviewed with a recommendation made by the CAC in November 2005. The CAC participated in working sessions as well as participated in the review of the draft document. Complete documentation of CAC participation and input is contained in the Appendix.

Planning Commission

Planning Commission received CAC's recommended Plan at their regular meeting on December 8, 2005. On January 12, 2006, the Planning Commission conducted a work session and with some minor changes directed staff to issue the Draft Plan for 60-day review in accordance with Article 66B of the Annotated Code of Maryland. The Planning Commission's Draft was released for 60-day review on January 27, 2006. A public informational meeting was held on March 16, 2006 at the Grasonville Senior Center and the Planning Commission conducted a public hearing on April 12, 2006, pursuant to Section 3.07 of Article 66B of the Annotated Code of Maryland.

Figure 2: Community Planning Process





The public hearing record was left open for submission of written comments until April 24, 2006. The Planning Commission considered all the comments received, and made several revisions to the Plan. The table following Chapter 5 contains summary of these comments, and the Planning commission decision with respect to each comment. This document is the Planning commission recommendation to the Queen Anne's County commissioners for adoption of the updated Kent Narrows Community Plan.

Subsequently, on August 15th, 2006, the County Commissioners conducted a public hearing to receive comments on the Plan. And, by Resolution No. 06-09 the Queen Anne's County Commissioner's adopted the Kent Narrows Community Plan on September 18, 2006.

Public Participation

Public participation included a mail-out/mail-back and on-line community survey giving residents, business, property owners and visitors an opportunity to participate in the survey. The survey solicited preferences of the general public about the vision for the future of Kent Narrows and desired uses to compliment existing land uses and development patterns. The planning process included a public forum and public hearings with the Planning Commission and County Commissioners to provide additional opportunity for public comment. (Note: Public forum and public hearings are pending – details will be added once meetings are completed.)



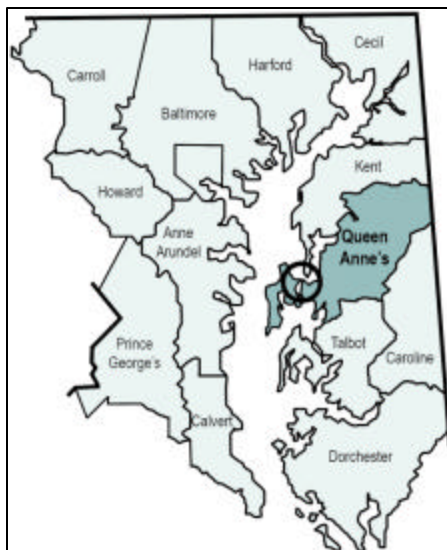
CHAPTER 2: COMMUNITY PROFILE

Kent Narrows is a unique land setting that is defined by Chesapeake Bay waters and a channel that bisects the Growth Area. The channel, aptly named Kent Narrows, provides idealized Eastern Shore atmosphere and setting. Within the Growth Area of Kent Narrows are marshes, lakes, islands, and woods, as illustrated in *Map 1*. The following section describes the general land uses in Kent Narrows as derived from various data sources. Included in the section is analysis regarding land use percentages within sensitive areas.

Regional Context

Queen Anne's County is located on the eastern edge of the Chesapeake Bay, making it a convenient location for commuters to live. It is within an hour's drive of the urban centers of Washington and Baltimore and is convenient to jobs in Annapolis and Anne Arundel County. It also borders Delaware, making it close to Dover, Middletown and Wilmington. The rich natural environment and expansive shoreline add to the County's appeal for those seeking a more relaxed quality of life than is available in the region's urban areas. Kent Narrows is one of several shoreline communities within the county. Kent Narrows along with Stevensville, Chester and Grasonville have had the most pronounced growth pressures in recent years as a result of their location as the first communities once the Bay Bridge "touches down" on the Eastern Shore. Figure 3, below, illustrates Kent Narrows location within Queen Anne's County.

Figure 3: Kent Narrows in Queen Anne's County Maryland



Source: Map based upon US Census base map.

"MD 18 provides access to Kent Narrows, a waterfront community that has been a hub of marine related industry and recreational activities for generations. Several packing plants process the catch from a large oyster, crab and clam fleet that moors along Kent Narrows channel separating Kent Island from the Eastern Shore mainland. You can watch the bustle of Kent Narrows while dining at one of the waterside restaurants where seafood is served fresh from the dock to your table" (Maryland Scenic Byways Map).



Kent Narrows is divided into quadrants as a result of natural and man-made features including the channel and US 50/301. *Figure 4: Quadrants of Kent Narrows* depicts the physical division or separation of the community.

Figure 4: Quadrants of Kent Narrows





Chesapeake Heritage Area

Kent Narrows is a waterfront village that has been a hub of marine related industry and recreational activities for generations. Kent Narrows is part of a regional Heritage Area that shares the same geography, culture and history as the Chesapeake Bay. The Chesapeake Heritage Area is one of the oldest working landscapes in North America covering 1,200 square miles, four counties, 21 incorporated municipalities and a host of incorporated settlements. The heritage dates back to 1642 as one of the earliest regions to have been settled by the British Europeans and Africans. Kent Narrows is part of this Heritage Area that is targeted as a possible investment zone to support heritage tourism.

Regional Attractions - Nature Exploration Sites

There are several attractions within the general Kent Narrows area that provide a unique experience to residents and tourists alike. *Figure 5: Regional Attractions – Natural Exploration Sites*, indicates the location of seven attractions and natural exploration areas.

Figure 5: Regional Attractions – Natural Exploration Sites



Source: Queen Anne's County Chamber of Commerce

❶ Terrapin Nature Area – Log Canoe Circle, Stevensville, MD

This natural habitat is a 279-acre nature park on the shores of the Chesapeake Bay with a three mile walking trail. Five unique habitats include wildflower meadows, wetlands, tidal ponds, woodlands and sandy beaches. There is a boardwalk along the beach with a view of the Chesapeake Bay Bridge, and two observation blinds overlooking tidal ponds.

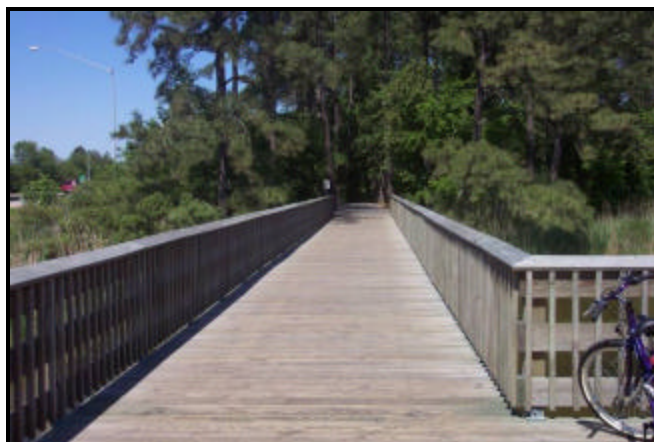


② Matapeake Trail & Pier – Route 8, Stevensville, MD

This is a half-mile wood-chipped trail that winds through a shady pine forest. The trail connects to a picnic area with a public beach and fishing pier on the Chesapeake Bay. The site has a boat ramp, dog trail and restrooms.

③ Cross Island Trail – Kent Island, MD

The 6.5 mile paved, tree-lined trail is ideal for walking and biking. The trail passes through farmlands, and woods, and by schools the Kent Island Library, playing fields and meadows with a bridge over Cox Creek leading into Kent Narrows. The trail extends to the Kent Narrows connecting with the Chesapeake Exploration Center. The Cross Island Trail also follows MD 18 in Kent Narrows and is planned for future expansion eastward to Grasonville.



Cross Island Trail west of Outlet Shopping Center

④ Chesapeake Exploration Center – Kent Narrows, MD

This Visitors Center for Queen Anne's County offers maps, brochures, displays and restrooms. The Center is located directly on the Kent Narrows channel. The Center is designed with lookout towers that offer spectacular pristine views of the Chester River and Eastern Bay. There is a 20 foot canal at this location that offers shallow waters for wading birds.

⑤ Chesapeake Bay Environmental Center (formerly Wildfowl Trust of North America / Horsehead Wetlands Center – Discovery Land), Grasonville, MD

This is a 500-acre peninsula on the Chesapeake Bay offering a variety of natural habitats and unique opportunities to experience life in a pristine salt marsh. The site includes trails, observation blinds and towers, boardwalks, live waterfowl, non-releasable birds of prey, pavilion and Visitors Center with gift shop.

⑥ Wye Island Natural Resource Management Area – Wye Island Road, Queenstown, MD

The area consists of 2,450 acres including virgin stands of timber, six miles of hiking and biking trails and 30 miles of shoreline. Much of the island is still in agricultural use. Popular activities include wildlife viewing and hiking.

⑦ Eastern Neck National Wildlife Refuge – Eastern Neck Road, Rock Hall, MD

Located at the mouth of the Chester River in Kent County, this 2,285-acre island is a major feeding and resting place for migratory and wintering waterfowl.



8 Romancoke Pier – Eastern Bay, MD

Located at the end of Route 8 is a 600 foot lighted fishing pier providing access to the Eastern Bay. Seasonal crabbing is popular at this facility. There are permanent restroom facilities open April through November.

9 Kent Island South Trail – Eastern Bay, MD

Phase I of the Kent Island South Trail (KIST) is a 6 mile, ten foot wide asphalt paved hiker/biker trail from Matapeake State Park to Romancoke Pier. A 2.5 mile portion from Blue Heron Golf Course to Romancoke Pier opened in the autumn of 2005. The remained of the first phase this trail is expected to open in the summer of 2006. Phase II, currently in the planning phase, will connect Matapeake State Park to the park-and-ride at US 50/301 and MD 8.

Land Use

A thorough understanding of the types of land-use activities that are currently taking place within the community provides the basis for the development of future plans. Existing land-use information was determined using the 2002 data from the Maryland Department of Planning. This data was updated based upon field observations, source documents and discussions with County Planning staff. Updates were completed using current aerial photography, and approved Subdivision Land Development Plans from the Queen Anne's County Department of Planning and Zoning. The land-use data has been rectified to match the aerial photography, therefore acreages are approximations and maps are representations of existing land uses. *Map 2: Existing Land Use 2005*, illustrates existing general land uses.

The Growth Area, which is approximately 354 acres, is mostly (68.3%) comprised of commercial and undeveloped lands, thirty-one percent (31.2%) and thirty-seven percent (37.1%) respectively; refer to *Table 1: Existing Land Uses 2005*. Commercial uses are predominantly marinas or marina related uses, and hotels. The forty-two acres of residential uses contribute to approximately eleven percent (11.8%) of the total land use. The predominant residential land uses are high density residential. Within the Growth Area, the sole agricultural uses are cropland.

Table 1: Existing Land Uses 2005

| Land Use | Acres | Percent of Total Area |
|----------------------------|--------------|-----------------------|
| Low-density residential | 0.8 | 0.2% |
| Medium-density residential | 13.9 | 3.9% |
| High-density residential | 27.3 | 7.7% |
| Commercial | 110.3 | 31.2% |
| Industrial | 3.2 | 0.9% |
| Institutional | 13.4 | 3.8% |
| Other Developed Land | 38.8 | 11.0% |
| Agriculture | 14.7 | 4.2% |
| Cropland | 14.7 | 4.2% |
| Undeveloped Land | 131.4 | 37.1% |
| Evergreen forest | 3.6 | 1.0% |
| Mixed forest | 2 | 0.6% |
| Brush | 7.3 | 2.1% |
| Wetlands | 118.6 | 33.5% |
| Total | 353.8 | 100.0% |



Map 3: Parcel and Conservation Lands, illustrates the private conservation and County and Public Lands in the Growth Area of Kent Narrows. These areas are of regional concern and public lands are part of a larger system of recreational activities available to the public. As pressure for development within the region continues to increase, so has pressure for development within the Kent Narrows Growth Area, as depicted in *Map 4: Planning Area & Pending Development Areas*.

There are currently four pending development plans within Kent Narrows, and each development proposal emphasizes housing.

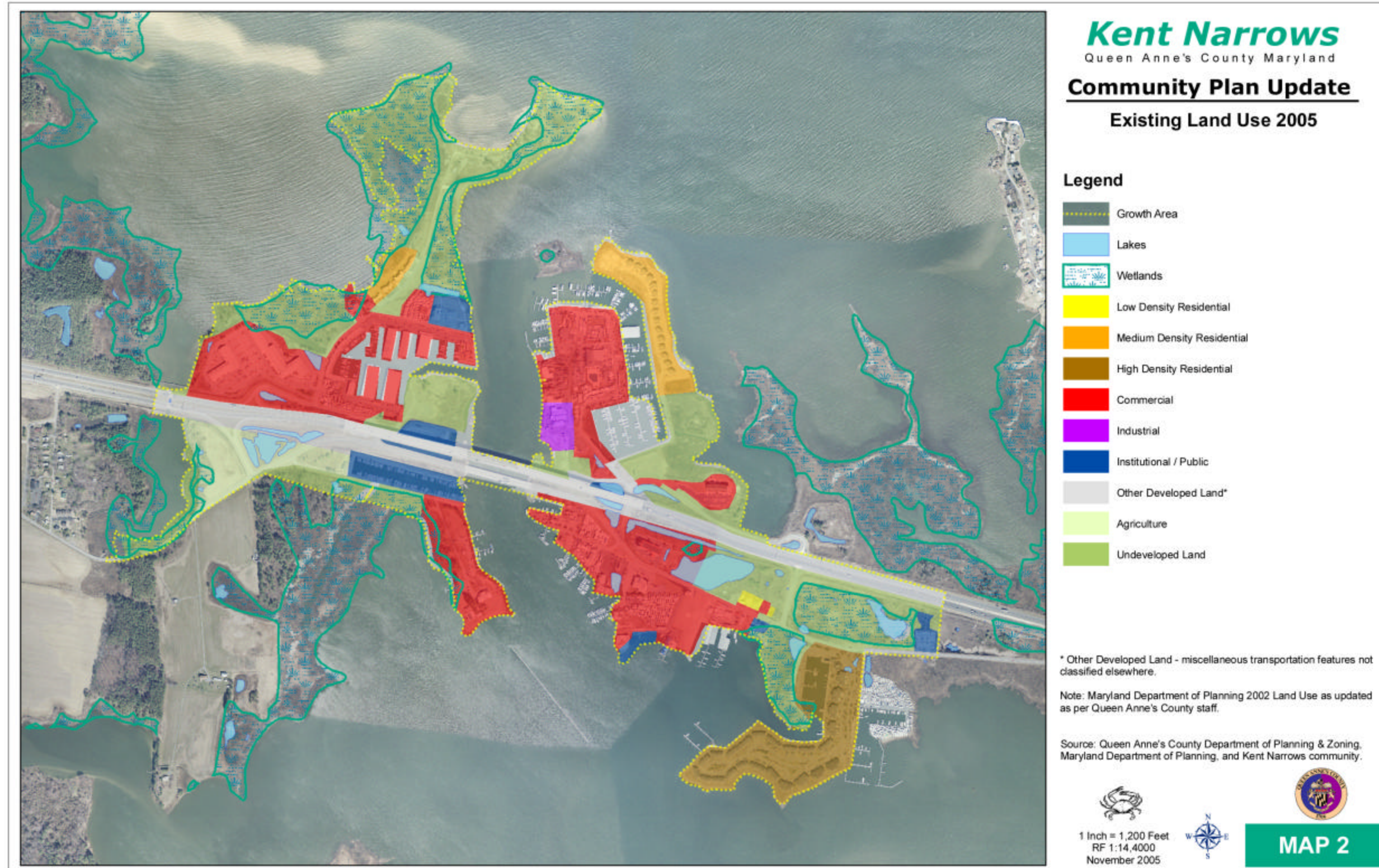
Kent Narrows' major access routes include US 50/301 and MD 18, as depicted in *Map 5: Streets*. MD 18 is a major collector roadway which provides the community with local connectivity as well as provides an alternative route to US 50/301, which is a major arterial. Other major access routes include the Kent Narrows channel, which provides unique water access to the Chesapeake Bay, and more specifically the Chester River to Prospect Bay.

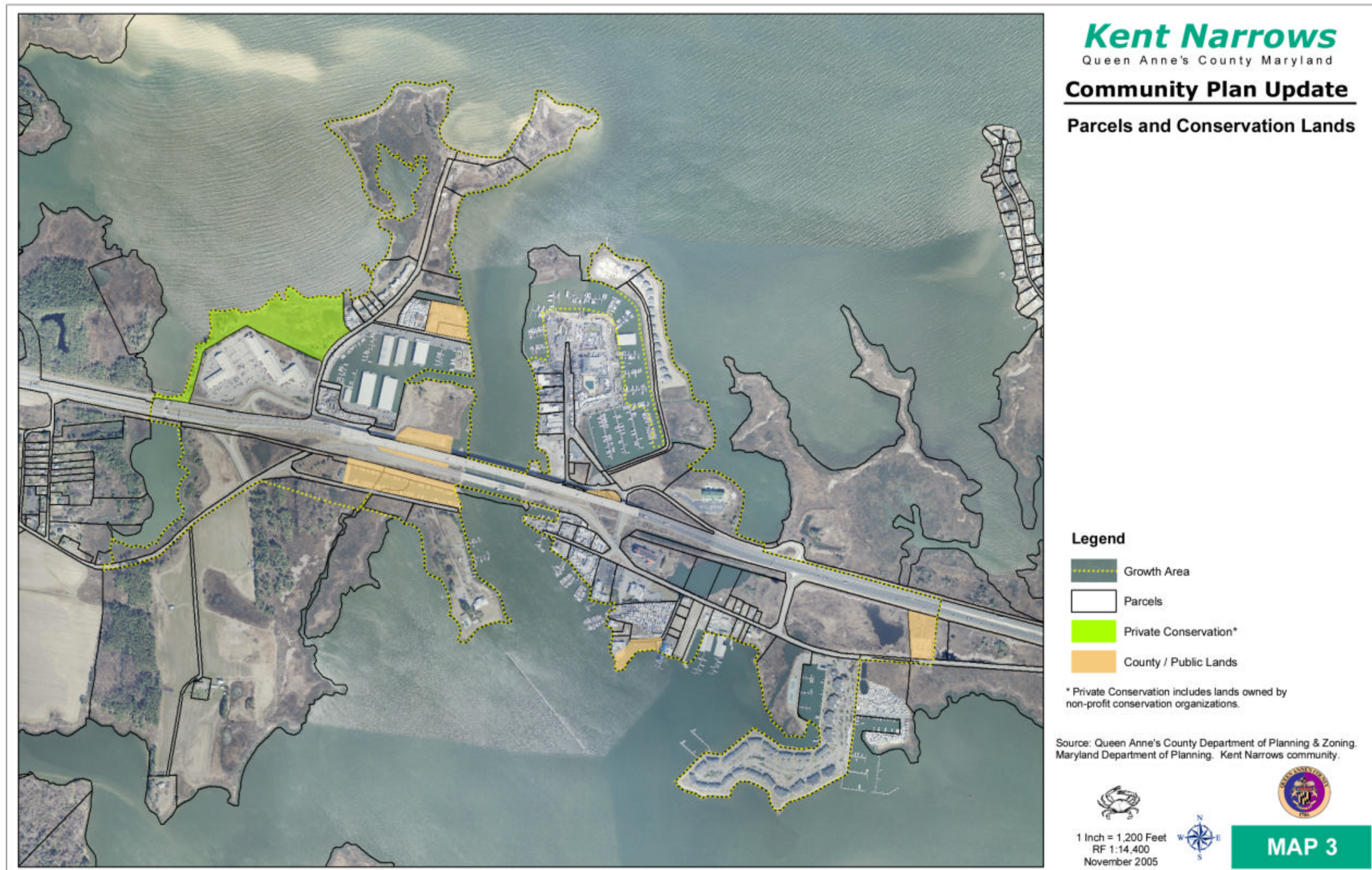


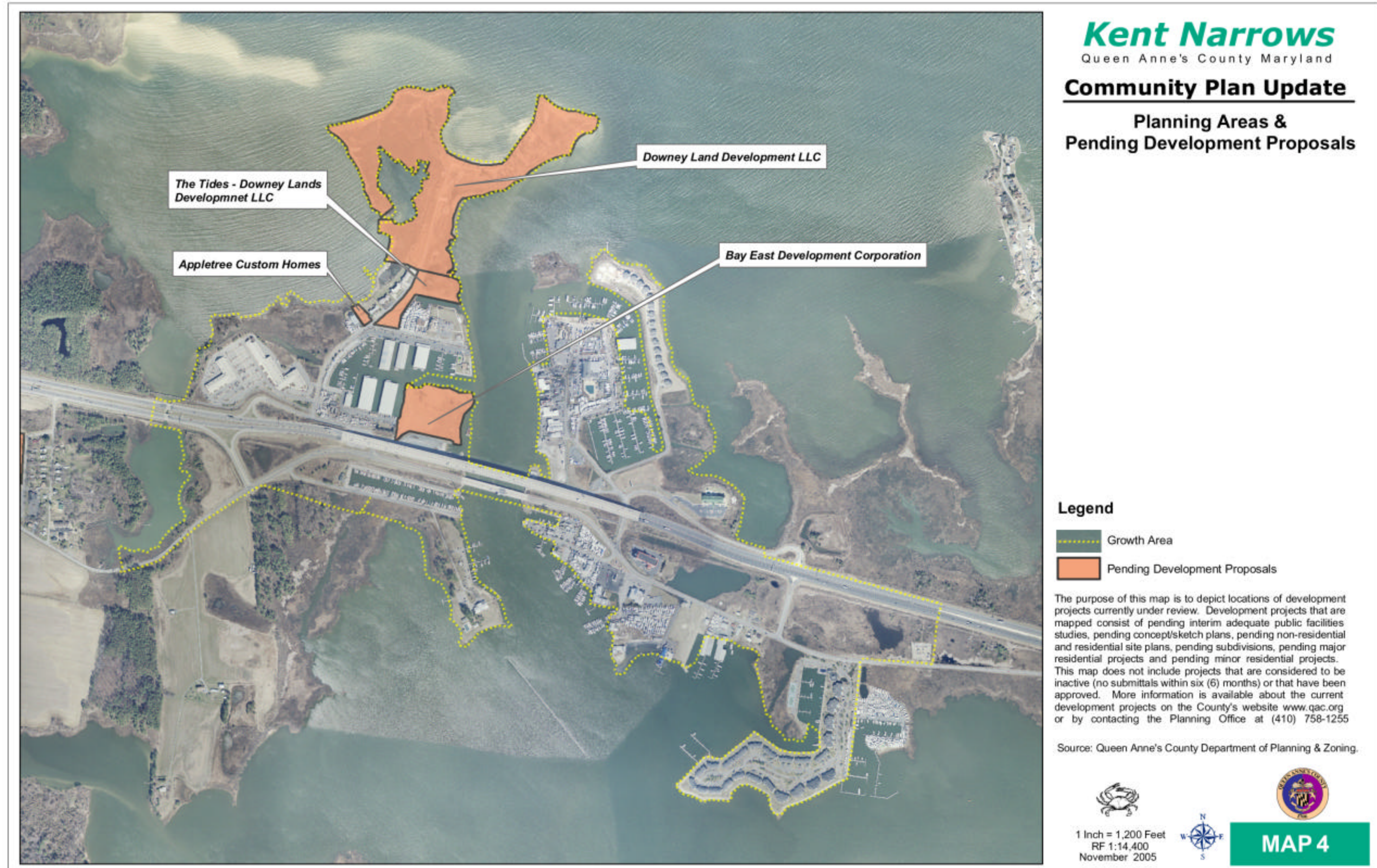
Residential Development



Visitors/Exploration Center











Zoning

The Kent Narrows Growth Area is entirely zoned as a Waterfront Village Center (WVC) District, (refer to *Map 6: Zoning*). The WVC District is intended to facilitate orderly mixed-use commercial, light industrial, marine-oriented, and seafood industry-oriented uses at Kent Narrows in accordance with the Kent Narrows Master Plan (Area Plan). The WVC District is intended to preserve the character of the working waterfront in the Kent Narrows area and allow greater freedom, imagination, and flexibility in the development of land surrounding the waterfront, while ensuring excellence in urban design and district appearance. The WVC District allows flexibility in the relationship of uses, structures, open spaces, water views and vistas, and heights of structures. The provisions of the WVC District are further intended to encourage more rational and economic development, and to encourage consistency with the objectives of the Kent Narrows Development Foundation, the Kent Narrows Waterfront Village Center Development Handbook, and the Area Plan for Kent Narrows. *(Note: The handbook was adopted as part of the 1992 Kent Narrows Plan. As part of this update, the handbook will be incorporated into this plan and, where appropriate, incorporated into subsequent zoning amendments.)*

Chesapeake Bay Critical Area Designation

In accordance with the Chesapeake Bay Critical Area Program, the County has met program requirements regarding the land located within 1,000 feet along tidal waters of the Chesapeake Bay and its tributaries. The entire Kent Narrows area falls within the Chesapeake Bay Critical Area, and is subject to the requirements of the Chesapeake Bay Critical Area Law and Criteria. As illustrated in *Map 7: Chesapeake Bay Critical Areas*, three development areas have been designated in accordance with the Chesapeake Bay Critical Area Criteria. The Critical Areas include Resource Conservation Areas (RCA), Limited Development Areas (LDA), and Intensely Developed Areas (IDA). The following briefly describes each of the areas.

Resource Conservation Areas are characterized by natural dominant environments such as forests, wetlands or agriculture. New residential development is limited to a density of one dwelling unit per 20 acres.

Limited Development Areas are currently developed at low or moderate intensity. Additional development must not change the prevailing established land use, and must improve water quality and conserve areas of natural habitat.

Intensely Developed Areas consist of twenty (20) or more contiguous acres where development predominates and where there is relatively little natural habitat.

State law and the County's Critical Area program expressly provide for the Critical Area classification of properties to be changed in order to accommodate state and local growth management objectives, which encourage environmentally sensitive new development to locate within and near areas of existing development such as the Kent Narrows Growth Area. The process of revising a property's Critical Area classification is called "Growth Allocation."

As illustrated in *Table 2: Land in Critical Areas*, Kent Narrows consists of 354 acres in Critical Areas. Over half (53%) of Kent Narrows lands are classified as IDA with the remaining area divided between RCA and LDA designations.



Table 2: Land in Critical Areas

| Critical Areas within Growth Area | Acres | Percent of Total Critical Area |
|-----------------------------------|--------------|--------------------------------|
| Resource Conservation Area (RCA) | 85.2 | 24% |
| Limited Development Area (LDA) | 81.7 | 23% |
| Intensely Developed Area (IDA) | 186.7 | 53% |
| Total | 353.6 | 100% |

Source: Queen Anne's County, Department of Planning & Zoning

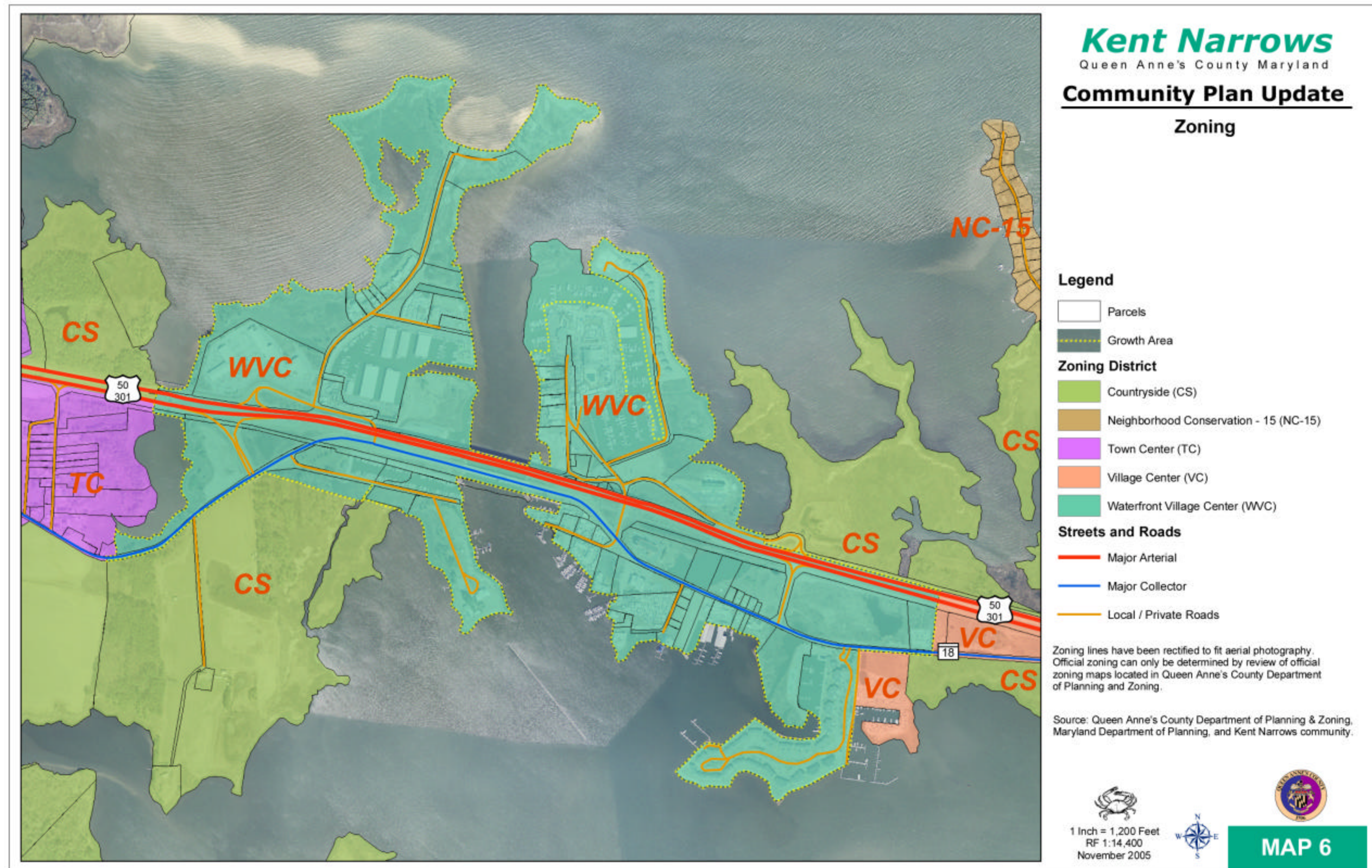
Further comparison of Critical Areas to existing land use provides several observations, as illustrated in *Table 3: Critical Areas by Existing Land Use 2005*. Wetlands are present in each of the three critical areas and comprise more than half (59.7%) of all the land in the RCA areas. Existing land use in the Resource Conservation Areas (RCA) of Kent Narrows includes wetlands, agriculture, residential as well as some commercial uses. Existing land use in Limited Development Areas (LDA) within Kent Narrows also includes wetlands, medium and high density residential as well as commercial uses. And, in the Intensely Developed Areas (IDA) in Kent Narrows, existing land uses includes industrial, commercial, medium density residential, institutional, and wetlands.

Table 3: Critical Areas by Existing Land Use 2005

| Land Use | Total Acres | Resource Conservation Area (RCA) | Limited Development Area (LDA) | Intensely Developed Area (IDA) | Critical Area Totals |
|-----------------------------------|--------------|----------------------------------|--------------------------------|--------------------------------|----------------------|
| Low-density residential | 0.8 | - | 0.3 | 0.5 | 0.8 |
| Medium-density residential | 13.9 | 0.1 | 5.7 | 8.1 | 13.9 |
| High-density residential | 27.3 | 0.5 | 23.8 | 0.4 | 24.6 |
| Commercial | 110.3 | 5.4 | 3.9 | 96.6 | 105.9 |
| Industrial | 3.2 | - | - | 3.2 | 3.2 |
| Institutional | 13.4 | 0.4 | 0.5 | 10.2 | 11.2 |
| Other Developed Land | 38.8 | 3.3 | 5.8 | 29.6 | 38.8 |
| Agriculture | 14.7 | 14.6 | - | 0.1 | 14.7 |
| <i>Cropland</i> | 14.7 | 14.6 | - | 0.1 | 14.7 |
| Undeveloped Land | 131.4 | 58.7 | 39.6 | 32.9 | 131.3 |
| <i>Evergreen forest</i> | 3.6 | 3.5 | 0.1 | - | 3.6 |
| <i>Mixed forest</i> | 2.0 | 1.9 | 0.0 | - | 2.0 |
| <i>Brush</i> | 7.3 | 2.4 | 0.8 | 4.2 | 7.3 |
| <i>Wetlands</i> | 118.6 | 50.9 | 38.7 | 28.8 | 118.4 |
| Total | 353.8 | 83.1 | 79.5 | 181.7 | 344.3 |
| Water | 22.6 | 2.1 | 2.2 | 5.0 | 9.3 |
| Grand Total | 376.4 | 85.2 | 81.7 | 186.7 | 353.6 |

Source: Table created using data from Queen Anne's County, Department of Planning & Zoning.

* Water included as per Queen Anne's County datasets





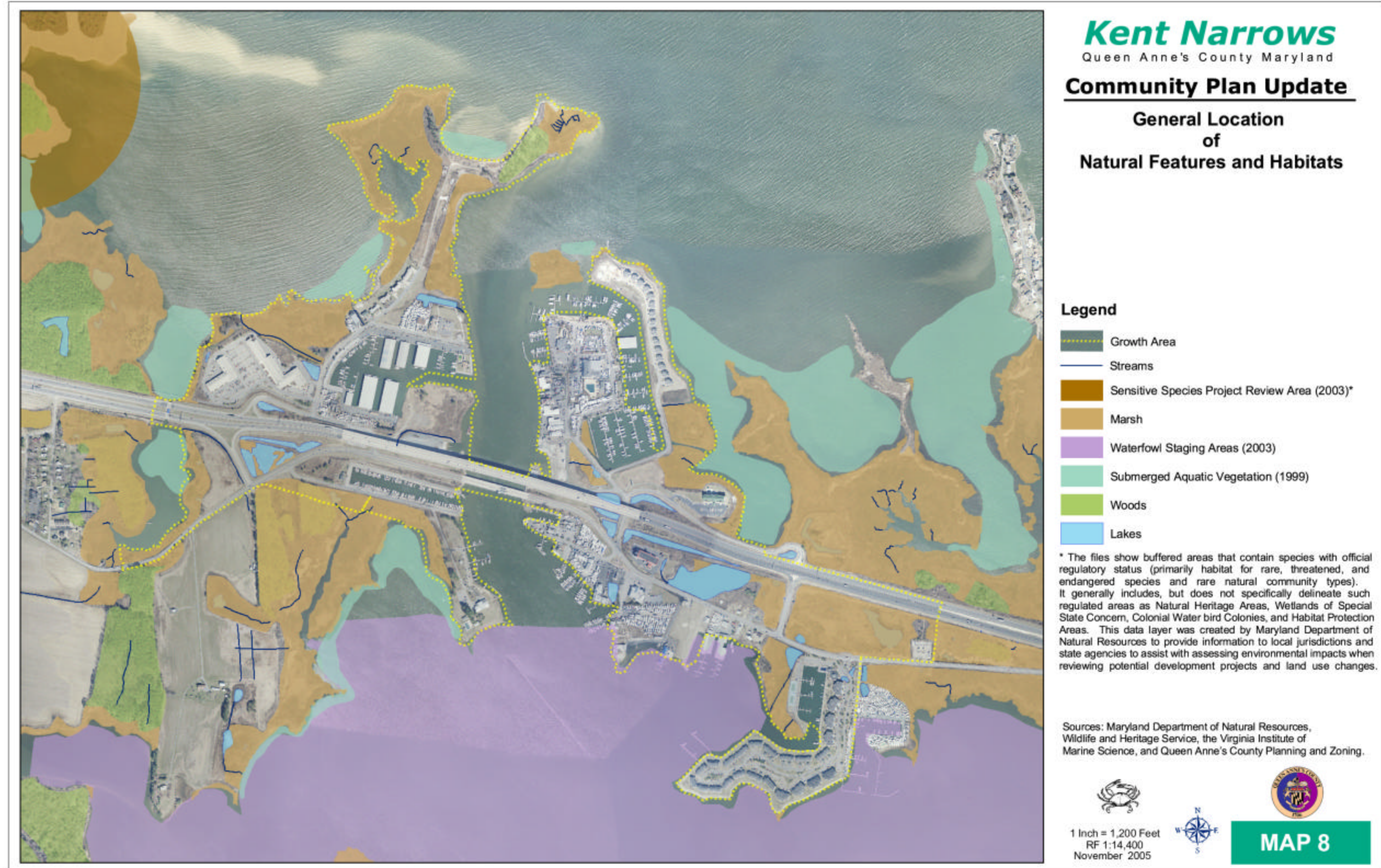


Natural Features

The most dominant land feature in Kent Narrows is environmentally sensitive tidal and non-tidal wetlands. Wetlands consist of approximately 32% of the total land area comprising the majority of the undeveloped land (35%). The location of tidal wetlands is adjacent to the shoreline; however, non-tidal wetlands are scattered throughout the plan area. Any disturbance to wetland areas is strictly regulated by both the State of Maryland and the Federal government through the Army Corps of Engineers. *Map 8: General Location of Natural Features and Habitats*, illustrates not only wetlands but also Sensitive Species Project Review Areas of 2003, Waterfowl Staging Areas of 2003, Submerged Aquatic Vegetation of 1999, marsh, woods, and lakes.



Boat launch area on western shoreline of Kent Narrows Yacht Club.





Population

Population data are provided by the US Census Bureau, Maryland Department of Planning, and Queen Anne's County Department of Planning and Zoning. All attempts were made to secure census geography data that best represented the geographic boundaries of the Kent Narrows Growth Area and other municipal areas in the region. Due to limitations in the publication of Census data as a result of low population totals and as a function of the Census Bureau to protect the identity of census respondents, it was not always possible to obtain data for the same Census geographic area as the actual municipal area. In general, Kent Narrows data is represented by Census Blocks, while the other areas of the region include Kent Island Census Designated Place, Queenstown Census Designated Place, and Queen Anne's County.

Kent Narrows in 1990 had a census block level population of 175 people. However, by 2000 the population had increased 65% to 567 people. *Table 4: 2000 Population Characteristics*, provides characteristic age data about Kent Narrows' population. Note that the Census Geography has changed for Kent Narrows, from block group level to a Census Designated Place (CDP) level. Since the Census Bureau does not publish population characteristic data at the block level, the CDP level data was used. *Figure 6: Census Geography*

, depicts the areas represented by CDP and Districts.

Table 4: 2000 Population Characteristics

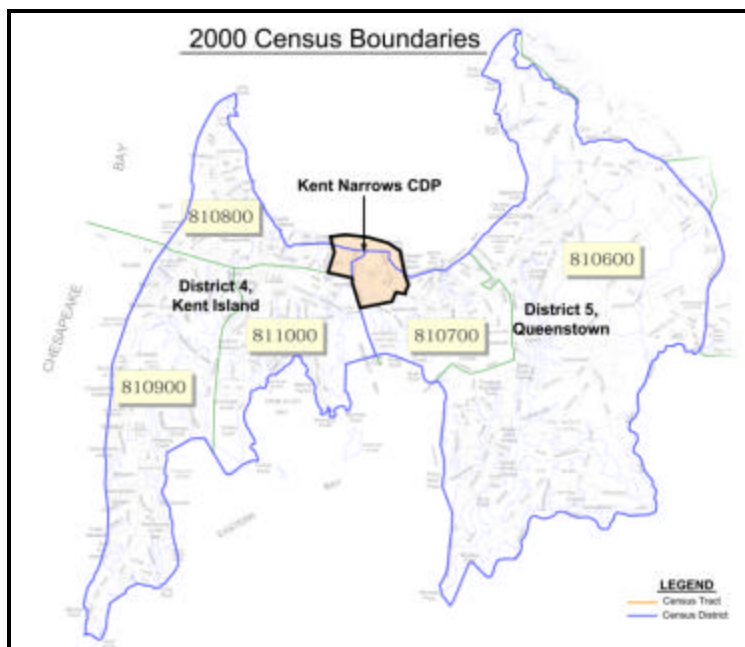
| Subject | Kent Narrows CDP | | District 4, Kent Island | | District 5, Queenstown | | Queen Anne's County | |
|---------------------------|------------------|------------|-------------------------|------------|------------------------|------------|---------------------|------------|
| | Number | Percent | Number | Percent | Number | Percent | Number | Percent |
| Total population | 567 | 100 | 16,812 | 100 | 7,727 | 100 | 40,563 | 100 |
| AGE | | | | | | | | |
| Under 5 years | 16 | 2.8 | 1,201 | 7.1 | 435 | 5.6 | 2,591 | 6.4 |
| 5 to 9 years | 18 | 3.2 | 1,279 | 7.6 | 464 | 6 | 2,936 | 7.2 |
| 10 to 14 years | 13 | 2.3 | 1,350 | 8 | 552 | 7.1 | 3,114 | 7.7 |
| 15 to 19 years | 14 | 2.5 | 1,004 | 6 | 486 | 6.3 | 2,503 | 6.2 |
| 20 to 24 years | 10 | 1.8 | 565 | 3.4 | 295 | 3.8 | 1,510 | 3.7 |
| 25 to 34 years | 42 | 7.4 | 2,111 | 12.6 | 709 | 9.2 | 4,724 | 11.6 |
| 35 to 44 years | 67 | 11.8 | 3,261 | 19.4 | 1,254 | 16.2 | 7,471 | 18.4 |
| 45 to 54 years | 134 | 23.6 | 2,556 | 15.2 | 1,244 | 16.1 | 6,048 | 14.9 |
| 55 to 59 years | 79 | 13.9 | 1,054 | 6.3 | 584 | 7.6 | 2,561 | 6.3 |
| 60 to 64 years | 58 | 10.2 | 662 | 3.9 | 477 | 6.2 | 1,878 | 4.6 |
| 65 to 74 years | 86 | 15.2 | 1,059 | 6.3 | 743 | 9.6 | 2,995 | 7.4 |
| 75 to 84 years | 19 | 3.4 | 604 | 3.6 | 350 | 4.5 | 1,715 | 4.2 |
| 85 years and over | 11 | 1.9 | 106 | 0.6 | 134 | 1.7 | 517 | 1.3 |
| Median age (years) | 53 | (X) | 37.6 | (X) | 42.6 | (X) | 38.8 | (X) |

CDP – Census Designated Place

Source: 2000 Census at the Census Place Summary Level



Figure 6: Census Geography



Source: US Census Bureau, 2000 Census Geography

Population Trends

Population trend data for Queen Anne's County are provided from 1940 to 2000 by the Census Bureau and presented in *Table 5: Queen Anne's County 1940-2000*. According to the data, and as calculated by the Maryland Department of Planning, the County's compound annual growth rate between 1990 and 2000 was 1.8 percent; the rate between 1980 and 1990 was 2.9 percent; and the rate between 1970 and 1980 was 3.3 percent. Queen Anne's County's population has nearly doubled since the late 70's.

Table 5: Queen Anne's County 1940-2000

| Year | 1940 | 1950 | 1960 | 1970 | 1980 | 1990 | 2000 |
|---------------------|--------|--------|--------|--------|--------|--------|--------|
| Queen Anne's County | 14,476 | 14,579 | 16,569 | 18,442 | 25,508 | 33,953 | 40,563 |

Source: US Census, Historic Census Data 1900-2000

Although Kent Narrows comprises a small portion of the total growth in Queen Anne's County, it has made a contribution to the County's increase in population. Prior to the 2000 Census, specific data for the Kent Narrows area were not available due to its population size. However, by the 2000 Census, Kent Narrows grew in population qualifying it to be designated as a *Census Designated Place (CDP)* and more specific data are available. The population growth is evident by recent development trends. According to the 2000 Census, the population in Kent Narrows CDP is 567.



Population Projections

Population projections give an indication of future development needs for a community. Population projections to 2020 for Queen Anne's County, the Upper Eastern Shore (Caroline, Cecil, Kent, Queen Anne's, and Talbot Counties), and Maryland were developed as part of the 2002 Queen Anne's County Comprehensive Plan. The following table is from the Growth Trends and Issues section of that Comprehensive Plan. The population figures shown below are based on a methodology that utilizes past population trends and predicted compound growth rates to determine population projections. Kent Narrows was not included in the original table produced by the County, but has been included below.

Table 6: Population Projections

| Geography | Population 2000 (Actual) | 2010 Population Projection | 2020 Population Projection | Compound Annual Growth Rate 2000-2010 | Compound Annual Growth Rate 2010-2020 |
|---------------------|--------------------------|----------------------------|----------------------------|---------------------------------------|---------------------------------------|
| Queen Anne's County | 40,563 | 48,500 | 55,800 | 1.8% | 1.4% |
| Upper Eastern Shore | 209,295 | 231,800 | 251,125 | 1.0% | 0.8% |
| Maryland | 5,296,486 | 5,722,800 | 6,083,125 | 0.8% | 0.6% |

Source: 2000 Population – US Census, Projections – Maryland Department of Planning

The population figures for Kent Narrows have been identified based upon the 2000 Census and application of an annual growth rate. A compound annual growth rate was applied to the population which included a 1.8% growth rate for years 2000 to 2010 and a 1.4% growth rate for years 2010 to 2020 for Queen Anne's County (refer to Table 6: Population Projections above). The same rate percentages were applied to Kent Narrows population but not using a compound rate (refer to Table 7: Population Projections for Kent Narrows CDP below). According to the non-compound rate calculation method, Kent Narrows could expect a population of approximately 763 people by 2020.

Table 7: Population Projections for Kent Narrows CDP

| Geography | Population 2000 (Actual) | 2010 Population Projection | 2020 Population Projection | Annual Growth Rate 2000-2010 | Annual Growth Rate 2010-2020 |
|-------------------|--------------------------|----------------------------|----------------------------|------------------------------|------------------------------|
| Kent Narrows CDP* | 567 | 669 | 763 | 1.8% | 1.4% |

Source: 2000 Population – US Census, Projections – Maryland Department of Planning

* Compound rates not applied



Economic Assessment

The economic assessment of Kent Narrows examines workforce characteristics, income levels and real estate assessment including land values, tax structure and real estate values. Each of these variables is an indicator of the economic conditions for the study area, the region and the state.

Workforce

The Maryland Department of Labor, Licensing and Regulation's Division of Labor and Industry produced a Career and Workforce Information publication which presents occupation projections for 2002–2012 for Maryland by type of occupation. Although the publication focuses on the top 100 occupations by total openings, several observations about occupations based on projections can be made.

Occupations with the greatest expected increase in new openings and replacement openings include general and operations managers, registered nurses, janitors and cleaners, cashiers, retail salespersons, food preparation and serving workers, and waiters and waitresses. Occupations which are expected to increase in new openings by approximately 50% by the year 2012, and which are considered the fastest growing sectors include social and human service assistants, computer software engineers, computer applications development, pre-school teachers, medical assistants, home health aides, network systems and data communications analysts, computer specialists, dental assistants, rehabilitation counselors, and fitness trainers and aerobics instructors. The projections account for replacement openings, which are openings as result of retirement or occupation change; in general the projections indicate an estimated average one-quarter to one-third replacement openings for all occupations. However, occupations with an estimated 50% or greater projected replacement openings include protective service workers, police and sheriff's patrol officers, automotive service technicians and mechanics, maids and housekeepers, food preparation workers, waiters and waitresses, and cashiers.

Data regarding class of worker and employment status provide an indication of the health of the Kent Narrows workforce, as illustrated in *Table 8: Class of Worker*, and *Table 9: Employment Status*. The majority (66.8%) of workers in Kent Narrows are private wage and salary workers, with approximately 5 percent of the workers being self-employed in their own un-incorporated business. Table 9 indicates that two-thirds (67.4%) of the population in Kent Narrows over the age of 16 are in the labor force, and all of them are employed.

Table 8: Class of Worker

| CLASS OF WORKER | Kent Narrows CDP | | Queen Anne's County | |
|--|------------------|---------|---------------------|---------|
| | Number | Percent | Number | Percent |
| Private wage and salary workers | 239 | 66.8 | 14,908 | 70.4 |
| Government workers | 101 | 28.2 | 4,299 | 20.3 |
| Self-employed workers in own not incorporated business | 18 | 5.0 | 1,947 | 9.2 |
| Unpaid family workers | 0 | 0 | 32 | 0.2 |

Source: Census 2000, SF3



Table 9: Employment Status

| EMPLOYMENT STATUS | Kent Narrows CDP | | Queen Anne's County | |
|-------------------------------------|------------------|------------|---------------------|------------|
| | Number | Percent | Number | Percent |
| Population 16 years and over | 531 | 100 | 31,417 | 100 |
| In labor force | 358 | 67.4 | 21,849 | 69.5 |
| Civilian labor force | 358 | 67.4 | 21,796 | 69.4 |
| Employed | 358 | 67.4 | 21,186 | 67.4 |
| Unemployed | 0 | 0 | 610 | 1.9 |
| Percent of civilian labor force | 0 | (X) | 2.8 | (X) |
| Armed Forces | 0 | 0 | 53 | 0.2 |
| Not in labor force | 173 | 32.6 | 9,568 | 30.5 |

Source: Census 2000, SF3

The Maryland Department of Business and Economic Development, and Queen Anne's County Economic Development Office produced a brief economics fact sheet for Queen Anne's County that provides economic and employment data for 2004-2005. According to the fact sheet, Queen Anne's County had a workforce of 22,169 and a 3.8% unemployment rate in 2003, where over half (59.8%) of the County's workforce commuted outside the county to work. Also according to the fact sheet, of the top twenty major employers offering products and services in Queen Anne's County, four are located in Kent Narrows including Fisherman's Inn and Crab Deck [113 and 112 employed respectively], Harris Crab House Restaurant and seafood processing center [155 and 40 employed respectively], Annie's Paramount Steak House [80 employed], and United Shellfish [65 employed]. Provisions for reasonably priced housing opportunities for this service industry labor force in close proximity to the Kent Narrows is necessary to assure that Kent Narrows continues as a prime location for employment.

According to 2000 Census data, the Kent Narrows Census Designated Place (CDP) consists of 358 people employed in various jobs sectors (refer to Table 10 and Figure 7). The majority (55.6%) of the jobs (located within Kent Narrows or within commuting distance of Kent Narrows) employing residents of Kent Narrows are management, professional, and related occupations. The second highest job sector are sales and office occupations which account for one in four (23.7%) jobs. The high percentage of Kent Narrows residents employed in management positions would suggest higher levels of education and income than the average individual or household within the region.

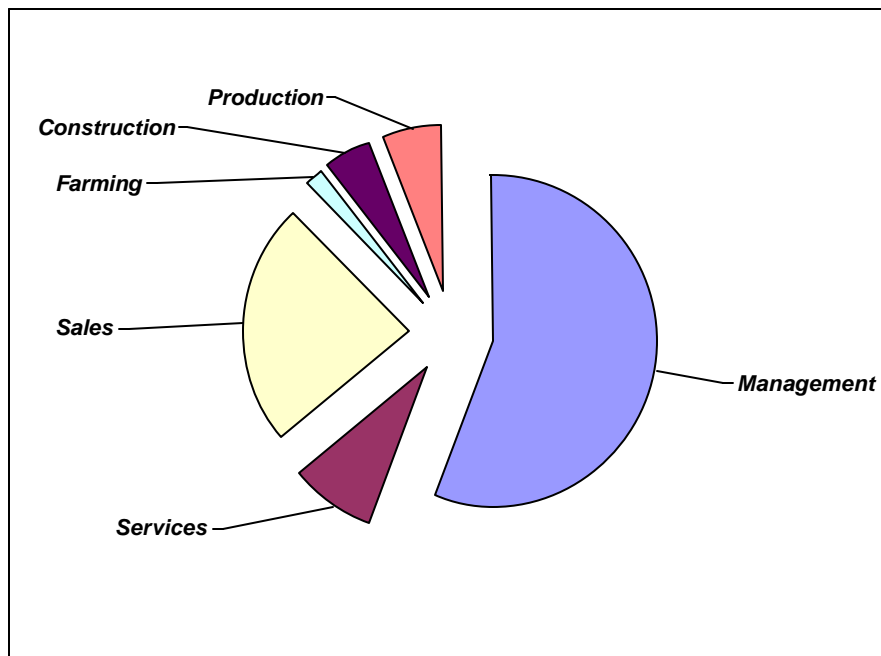
Table 10: Kent Narrows CDP Occupations

| OCCUPATIONS HELD BY KENT NARROWS RESIDENTS | Number of Jobs by Sector | Percent of Total Jobs Held |
|---|--------------------------|----------------------------|
| Management, professional, and related occupations | 199 | 55.6 |
| Service occupations | 30 | 8.4 |
| Sales and Office Occupations | 85 | 23.7 |
| Farming, fishing, and forestry occupations | 6 | 1.7 |
| Construction, extraction, and maintenance occupations | 17 | 4.7 |
| Production, transportation, and material moving occupations | 21 | 5.9 |
| Total | 358 | 100 |

Source: United States Census data, SF3 2000.



Figure 7: Kent Narrows CDP Occupation by Sector



Source: United States Census data, SF3 2000.



Income

Income level data are used for a variety of analyses including quality of life assessment, lifestyle expectation assessment, expendable income analysis, and market area analysis. Basic income data provide a brief characterization of the financial status of the area.

Household income levels in Kent Narrows are higher than income levels in Queen Anne's County as illustrated in *Table 11: Income*. The median household income in Kent Narrows is approximately \$40,000 higher than the median household income of Queen Anne's County. One in four households (23.4%) in Kent Narrows has a median household income of \$150,000 or more. The per capita income of residents of Kent Narrows was approximately \$48,899 in 1999.

Table 11: Income

| INCOME IN 1999 | Kent Narrows CDP | | Queen Anne's County | |
|-----------------------------------|------------------|------------|---------------------|------------|
| | Number | Percent | Number | Percent |
| Households | 299 | 100 | 15,346 | 100 |
| Less than \$10,000 | 7 | 2.3 | 816 | 5.3 |
| \$10,000 to \$14,999 | 0 | 0 | 652 | 4.2 |
| \$15,000 to \$24,999 | 12 | 4 | 1,454 | 9.5 |
| \$25,000 to \$34,999 | 11 | 3.7 | 1,382 | 9 |
| \$35,000 to \$49,999 | 38 | 12.7 | 2,088 | 13.6 |
| \$50,000 to \$74,999 | 36 | 12 | 3,727 | 24.3 |
| \$75,000 to \$99,999 | 70 | 23.4 | 2,557 | 16.7 |
| \$100,000 to \$149,999 | 55 | 18.4 | 1,708 | 11.1 |
| \$150,000 to \$199,999 | 53 | 17.7 | 488 | 3.2 |
| \$200,000 or more | 17 | 5.7 | 474 | 3.1 |
| Median household income (dollars) | 95,239 | (X) | 57,037 | (X) |
| Median family income (dollars) | 99,467 | (X) | 63,713 | (X) |
| Per capita income (dollars) | 48,899 | (X) | 26,364 | (X) |

Source: 2000 Census SF3



Real Estate Assessment

For the County, the key sources of revenue are real property tax, personal income and the hotel tax. The following provides a summary of land values (*market comparison*), the tax structure and assessed values for Kent Narrows.

Land Values

According to 2004 land cost data for industrial and office lands, the average cost in Queen Anne's County per acre for industrial land is \$85,000 and for office land is an average of \$150,000. The average cost to rent or lease warehouse/industrial space is \$5.88 per square foot; "Class A" office space is \$14.38 per square foot. *Table 12: Market Profile Data* presents a range of cost of land per acre and rental rates as of 2004.

Table 12: Market Profile Data

| Land – cost per acre | Low | High | Average |
|--------------------------------|-----------|-----------|-----------|
| Industrial | \$60,000 | \$150,000 | \$85,000 |
| Office | \$100,000 | \$250,000 | \$150,000 |
| Rental Rates – per square foot | | | |
| Warehouse/Industrial | \$5.00 | \$6.75 | \$5.88 |
| Class A Office | \$13.25 | \$15.50 | \$14.38 |

Source: Queen Anne's County Economic Development Office, 2004.

Tax Structure

The economic tax structure can influence a company's decision to locate, stay or expand within an area. *Table 13: Economic Tax Structure*, provides a synopsis of the tax structure of Maryland and Queen Anne's County. Note that the final Fiscal Year 2005 Real Estate Tax for Queen Anne's County is a rate of \$0.870 per \$100 of assessed value for fiscal year 2005 and was not at the proposed \$0.926 rate as presented in Table 13.

Table 13: Economic Tax Structure

| Tax Rates | Queen Anne's County | Maryland |
|---|---------------------|----------|
| Corporate Income Tax (2005) Base – Federal taxable income. | none | 7.0% |
| Personal Income Tax (2005) Base – Federal adjusted gross income. * <i>Graduated tax peaking at 4.75% on taxable income over \$3,000.</i> | 2.85% | 4.75%* |
| Sales and Use Tax (2005) Exempt – sales for resale; manufacturer's purchase of raw materials; manufacturing machinery and equipment; purchases of materials and equipment used in R&D and testing of finished products; purchases of computer programs for reproduction or incorporation into another computer program for resale. | none | 5.0% |
| Real Property Tax (FY2005) Effective rate per \$100 of assessed value. In addition to this rate, there are some miscellaneous taxes and/or special taxing areas in the County. In an incorporated area, a municipal rate will also apply. * <i>Note that the final FY 2005 Real Estate Tax for Queen Anne's County is a rate of \$0.870 per \$100 of assessed value</i> | \$0.926* | \$0.132 |
| Business Personal Property Tax (FY 2005) No County personal property tax on ordinary business. \$2.315/\$100 applicable to utility operating property only. In an incorporated area, a municipal rate may apply. | none | none |

Source: Queen Anne's County, Brief Economic Facts 2004.



Assessed Values of Real Estate

Real property tax is the highest source of revenue for the County. Total current assessed data for the properties in the Kent Narrows Growth Area in Table 14 include actual total assessed values by property type, as provided by the Queen Anne's County Office of Taxation, and the Maryland Department of Assessments and Taxation. The data are also available in the Appendix of this plan.

Table 14: Actual Assessed Values of Properties in the Growth Area

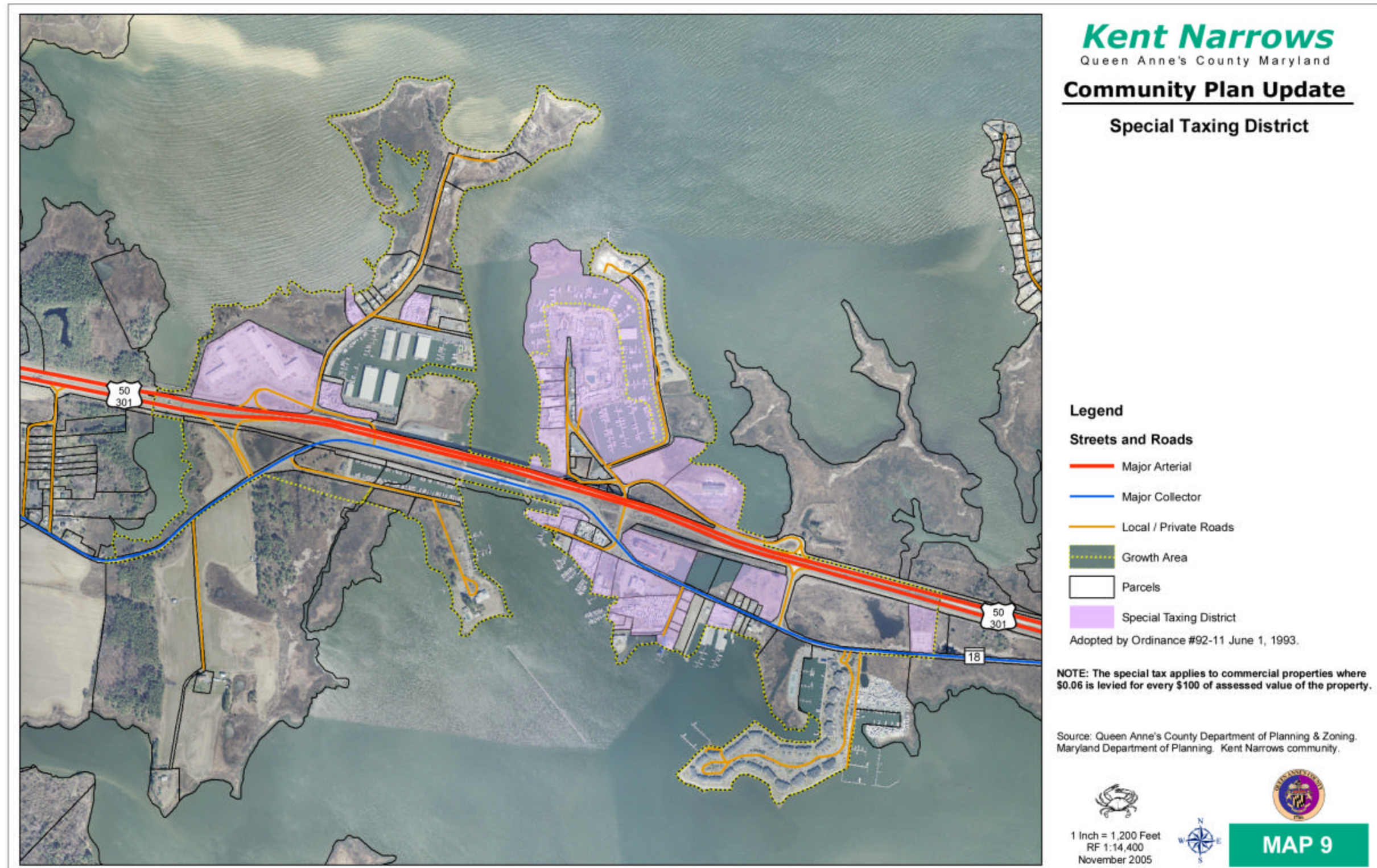
| Description | Number of Properties | Total Improved Assessment | Total Land Assessment | Grand Total Assessment | Base Property Tax Rate (0.87 per \$100 of Total Assessed Value) | Special Tax District Rate (2005 rate of .06 per \$100 Total Assessed Value of Commercial Properties) | Total Revenue |
|---------------------------|----------------------|---------------------------|-----------------------|------------------------|---|---|--------------------|
| Commercial | 38 | \$ 21,681,000 | \$ 20,540,100 | \$ 42,221,100 | \$ 367,324 | \$ 25,333 | \$ 392,656 |
| Commercial - Condominium | 282 | \$ 5,799,500 | \$ 1,920,100 | \$ 7,719,600 | \$ 67,161 | \$ 4,632 | \$ 71,792 |
| Exempt - Commercial | 14 | \$ 1,516,300 | \$ 3,212,500 | \$ 4,728,800 | \$ - | \$ - | \$ - |
| Marsh Land | 1 | \$ - | \$ 510 | \$ 510 | \$ 4 | \$ - | \$ 4 |
| Residential | 49 | \$ 5,464,880 | \$ 15,625,900 | \$ 21,090,780 | \$ 183,490 | \$ - | \$ 183,490 |
| Residential - Condominium | 323 | \$ 43,490,500 | \$ 42,409,000 | \$ 85,899,500 | \$ 747,326 | \$ - | \$ 747,326 |
| TOTAL | 707 | \$ 77,952,180 | \$ 83,708,110 | \$161,660,290 | \$ 1,365,304 | \$ 29,964 | \$1,395,268 |

Source: Maryland Department of Assessments and Taxation; assessments out to July 2005 as of August 2004

Note that Table 14 provides improved assessed value and land assessed value, and that the addition of these two columns equates to an amount shown in the column titled *Grand Total Assessment*. From the total assessed values, potential property tax revenue and special tax district revenues can be calculated. The current base property tax rate is 0.87 cents per every \$100 of assessed value. The special tax district rate is 0.06 cents per every \$100 of assessed value of *commercial* properties only. The addition of base property tax revenues and special district tax revenues equate to total revenues that may be expected. Kent Narrows may expect to collect a total of \$1,395,268 in tax revenues for 2005. *Map 9: Special Taxing Districts*, illustrates the current (2004) special taxing district area used for calculations.



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Tourism

National statistics suggest that tourism has increased tremendously since 1990. Tourism is a service-based industry comprising a number of tangible and intangible components. The tangible elements include transport, foods and beverages, tours, souvenirs and accommodations. The intangible elements involve education, culture, adventure or simply escape and relaxation. Kent Narrows possesses both tangible and intangible elements which make it an attractive destination for tourists.

Tourism has a variety of impacts on both local and regional economies. Tourists contribute to sales, profits, jobs, tax revenues and income in an area. The most direct effects to local economies occur within primary tourism sectors including lodging/accommodations, meeting and conference facilities, restaurants, transportation, amusements and retail trade. Secondary effects include impacts on personal income and employment opportunities, revenues for suppliers of goods and services and county taxes.

Businesses within Kent Narrows, similar to any local economy, are primarily concerned with revenues and costs, while the community is concerned with tourism's overall contribution to the economy with respect to social, fiscal, transportation and environmental impacts. The County is interested in the impacts of tourism within Kent Narrows as a part of a larger region with respect to overall contribution to regional and state economies.

Local Accommodations

A portion of the commercial uses in Kent Narrows includes hotels and accommodations. Within Kent Narrows there are approximately 250 rooms, meeting facilities for nearly 200 people and 350 parking spaces available for overnight guests. The Table 15 provides data concerning the three overnight accommodation and conference facilities located in the Kent Narrows Growth Area.

Table 15: Overnight Accommodations and Meeting Spaces

| Facility | Number of Rooms | Number of Parking Spaces | Meeting/Conference Facilities | Food Service | Amenities |
|---------------------|-----------------|--------------------------|-------------------------------|-------------------------------------|---------------------------------|
| Holiday Inn Express | 76 | 116 | 100 people | Continental Breakfast | Pool Center |
| Best Western | 92 | 75 | 35 people | Continental Breakfast & Coffee Shop | Fitness Center |
| Hilton Hotel | 90 | 157 | 120 people | Full Breakfast | Fitness Center, Pool, Boardwalk |
| Totals | 258 | 348 | 255 people | | |

Conference Facilities

The meeting and conference facilities in Kent Narrows are part of the hotel accommodations offered within the region. The emphasis of each hotel facility is primarily overnight accommodations, not conference activities. Conference facilities are major contributors to locations marketed as year-round destinations. Due to its location within the region, Kent Narrows provides an attraction to visitors and groups in need of space for conferences and related business activities. Conference facilities offer the opportunity to attract new visitors to the region (*an increase in tourism revenue*), generate more room nights in local hotels (*additional revenue generated from the hotel tax*), support current business investments, spur new private investment and create a complement of full and part-time positions (*an increase in personal incomes*).



The two following excerpts from trade journals provide a general concept of a “Conference Centre.”

- *“By definition and design, a conference center is a specialized hospitality operation dedicated to facilitating and supporting conferences. Locations for conference centers vary from urban settings to wooded retreat environments or resorts. The underlying theme is that conference centers offer productive settings away from the office. From sales conferences and training seminars to association events and corporate meetings—conference centers specialize in providing the facility design, professional support services, specialized staff, and product packaging that is ideal for groups.”* (Source: “The Conference Center Concept” published by the International Association of Conference Centers.)
- *“A conference center is a stand-alone facility specifically geared to conferences ... where typically 70% of total sales are generated from conferences. A conference center provides packages that include conference space, meals, refreshment service, specific conference services and basic conference technology to its conferees. A conference hotel or conference resort will offer these same amenities as well as offer lodging and recreational elements such as golf, tennis, spa treatments, fitness center and similar activities. Conference centers and conference resorts are most conducive as learning environments although these facilities have evolved to provide an added bonus by providing boutiques and ‘Class A’ office space for lease.”* (Source: “What is a Conference Center? – Understanding the Conference Center Concept,” published by the National Hotel Executive.)

Recreation Activities

Boating and non-boating recreation activities are a large part of the tourism attractions in Kent Narrows. The marinas offer a variety of boating and non-boating recreational activities that attract a significant number of tourists to the region year-round with the peak of marina activities from May to September annually. The majority of marina or slip users are weekend users spending on the average \$250 per stay on non-boating activities such as tourism, shopping and casual dining. A survey conducted as part of this Plan identifies that marina users desire access to more recreation, tourism and entertainment activities. (Source: *Kent Narrows Marina Slip Holder Survey in plan Appendix*.)



Transportation

Population and economic growth have spurred development within the region. As development occurs, transportation impacts such as longer trips, poor access, traffic congestion and adverse environmental impacts are experienced. As a result, the quality of life for residents and businesses in Kent Narrows and the region will be impacted and the efficiency of the transportation system will be reduced over time. Transportation routes follow patterns of development as people and businesses move from urban to suburban and rural areas. Improved access and maintenance of the existing transportation infrastructure are linked to tourism, business, and residential development, as well as the movement of goods in and out of Kent Narrows and across the region.

This plan utilizes data and analyses of traffic and transportation studies completed by the state and the local development community for recent projects to assess conditions of the transportation system within Kent Narrows. Existing volumes, background or regional impact and proposed development volumes, and future volumes were assessed. Existing volumes were determined using AM and PM traffic counts including turning movements as collected on weekdays between the 29th of June through the 1st of July. Background volumes, or regional impact and proposed development volumes were determined by considering added projected volumes from four proposed developments and by using a 2% volume growth rate along high-volume movements as advised by the Maryland State Highway Administration's Traffic Forecasting Section.

Trip generation rates for proposed developments were derived from the Institute of Transportation Engineers', Trip Generation Manual, 7th Edition. For each level of assessment (existing, background, and future), each of the six (6) key intersections were revealed to have Critical Lane Volumes (CLV) at a Level of Service (LOS) A. Intersections that operate at a LOS A are better than the acceptable LOS C levels. *Table 16: Existing Critical Lane Volume Data*, provides the existing AM and PM peak CLV and LOS for the six key intersections. The table includes projected volumes for each of the four development projects which included a supermarket and specialty retail located outside of Kent Narrows with regional impacts, approved and pending single family development projects within Kent Narrows, and a proposed restaurant and hotel development also within Kent Narrows.

Table 16: Existing Critical Lane Volume Data

| Key Intersections | AM CLV(LOS) | PM CLV(LOS) |
|--|----------------|----------------|
| MD 18 at US 50/301 Exit 41 Ramps | 338(A) | 528(A) |
| Piney Narrows Road at Piney Narrows Road | 174(A) | 272(A) |
| Piney Narrows Road at the public boat ramp | 129(A) | 170(A) |
| MD 18 at Piney Narrows Road | 425(A) | 598(A) |
| MD 18 at Kent Narrows Way | 343(A) | 591(A) |
| MD 18 at US 50/301 Exit 42 Ramps | 309(A) | 692(A) |

Source: Adequate Public Facilities Study for A Proposed 49 Unit Age-restricted, Townhouse-style, Condominium Development Project October 2004, Appendix III Traffic Impact Study July 2004.



Recreational Transportation

General transportation infrastructure is used for many reasons such as economic, service, and emergency, and it has become expected as a basic necessity. There has however, been relatively recent demand for recreational transportation infrastructure. Recreational transportation includes infrastructure that not only provides access to varied destinations and connectivity between land uses but also provides connectivity that is safe, aesthetically pleasing and multi-modal. The intent of recreational transportation is not to move mass amounts of people and goods at the most efficient rate but rather to provide the user with an enjoyable journey while incorporating the natural features through which the route meanders.

Cross Island Trail

The Cross Island Trail on Kent Island is a 10-foot-wide paved surface approximately 6.5 miles in length. The dedicated trail easements are 20 to 50 feet wide. The Trail is fully ADA accessible with several locations for off street parking. Ideal for walking and biking, the trail passes through farmland and meadows with a bridge over Cox Creek. The trail extends to Kent Narrows, connecting with the Chesapeake Exploration Center, and to points further east including Wells Cove, as illustrated in Figure 8: Cross Island Trail. The Cross Island Trail follows MD 18 in Kent Narrows and is planned for future expansion eastward to Grasonville. It is a linear park offering an avenue of safe non-vehicular transportation for the citizens and visitors of Queen Anne's County. The Cross Island Trail spans Kent Island west and east from Terrapin Nature Park to Kent Narrows. The trail presents pedestrians, runners and cyclists with a specialized recreational facility for enjoyment of the great outdoors, and affords natural vistas and unique opportunities to view wildlife in an environmentally sensitive designed setting. (Source: Queen Anne's County Department of Parks and Recreation)

Chesapeake Country National Scenic Byway

The Maryland SHA designated the Chesapeake Country route as a Scenic Byway in 1998 for its scenic, cultural, historical, recreational, and environmental qualities. In 2002, the Chesapeake Country Scenic Byway received National designation and is the first Byway in the State of Maryland to receive the prestigious designation. With the National designation, the Byway is eligible for several Federal grant funds. Also, the Byway is included on the National and State Byway maps, which will help promote tourism impacting the local economy.

Figure 8: Cross Island Trail



Source: Queen Anne's County Department of Parks & Recreation



This 83-mile Byway runs primarily along MD 213 and MD 18 between Chesapeake City in Cecil County and the Chesapeake Bay Bridge in Queen Anne's County, with a branch on MD 20 and MD 445, which extends from Chestertown through Rock Hall to the Eastern Neck Wildlife Refuge in Kent County. The Byway provides the opportunity to explore the water-laced land as one travels the shores of the Chesapeake Bay and major rivers of the Eastern Shore Region. MD 18 traverses through the heart of Kent Narrows, providing access to a waterfront village that is the hub of marine, recreation and tourism activity.

A Corridor Management Plan completed in 2001 identifies goals, strategies, and initiatives along with an implementation plan for the Byway. Projects identified in the plan include interpretive installations such as outdoor exhibits and interpretive signage at the Chesapeake Exploration Center, a pull-off with an interpretive panel at Marshy Creek, and an interpretive panel at Watermen's Docks. Additionally destination improvements with directional signage, intersection improvements, and town gateway enhancements are also proposed in the Plan, as well as bicycle / pedestrian improvements such as extending the Cross Island Trail through Grasonville to Chesapeake Bay Environmental Center, boardwalk and walking trails at Kent Narrows, and sidewalk extensions. Also included are scenic view conservation, and water access improvements such as a new park with water access, and connection of water trails from Kent Narrows to Eastern Neck Island. Many of these initiatives are similar to the recommendations that will be made under the Transportation section of this plan.

Several of the above mentioned initiatives are underway. The Interpretive Plan was completed in summer of 2005. As a part of the Audio Tour of the Byway, four (4) of the seven (7) transmitters of Phase I have been installed. Design of the Town Gateway signs was completed in the fall of 2004. A second grant was applied for the manufacturing and installation of the signs. Installation of the Gateway signs is key to strengthening the Byway's role as the single thread that ties together the region's most interesting experiences and important places.



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CHAPTER 3: COMMUNITY PLANNING ISSUES

Within any community there are growth and development issues that should be addressed so that the community achieves its desired future. Kent Narrows has several issues of importance, several unique assets, and specific development objectives, opportunities and needs. The following were derived from input received from the CAC, TAC, Community Survey and, interviews as well as analysis of data and study conclusions and observations.

Community Assets

Assets of Kent Narrows were identified by the community through the Community Survey, Community Advisory Committee (CAC) and Technical Advisory Committee (TAC), and interviews. The assets are features, structures, uses, and opportunities that people like or would like to preserve or see more of in their community. The following is a synopsis of comments made in the Community Survey. A complete survey analysis is available in the Appendix of this plan.

Community Survey Identified Assets

- Natural beauty, wildlife refuges, waterfowl, seafood, pristine waterfront, picturesque, beautiful vistas from land and from water.
- Boating environment, boating character, boats, bridge, water, currents, lack of congestion on the water, boat slips, Eastern Shore character.
- The scale of the current development, limited development, un-crowded, low rise buildings, fact that not all the buildings are “uniform”; It has its own Eastern Shore character not like the waterfront on the western shore.
- Amount of preserved, undeveloped land, open space.
- On its way to becoming a quaint village, retains some ties to traditional uses, comfortable, relaxed, safe, quiet, easy going, slower pace, and clean.
- Good restaurants, nautical restaurants, dock restaurants and bars, locally owned restaurants and services.
- Live entertainment, diversity of activities in the summer, no fast food restaurants.
- Easy access to water and land, central to most boating destinations in the Bay, vital link between two major bodies of water with all the amenities.
- Piney Narrows Yacht Haven, Visitors / Information Center, Maritime Museum.
- A working waterfront, with watermen, fishing boats, ramps, and processing operations.
- Walking trails, biking trails, Cross Island Trail, recreational boating opportunities.
- Potential, lots of possibilities.

The identified assets are those items, features, structures, atmosphere, and characteristics that are considered strengths or community identifiers that may be or have characteristics that are desirable to carry into the future. Typically assets are considered areas of strength upon which to build.



Community Issues/Concerns

Several issues and concerns that were identified through work with the CAC, TAC, and from the Community Survey resurfaced with consistency throughout the planning process. The common issues and concerns or themes include pending development, parking and boat storage, special taxing district, marinas, marine activities, preferred land uses, parking and infrastructure needs and design guidelines. Issues and concerns are those items, features, structures, atmosphere, and characteristics for which there are no readily discernable solutions or approaches. Typically a concerted effort by a group or partners is needed to successfully address community issues and concerns. Studying such issues can provide clearer community objectives and vision.





Priority Issues and Concerns

The Table 17 includes the priority community issues and concerns as identified by the CAC, TAC and Community Survey respondents. The priorities were ranked 1 through 5 using the following priority ranking system: 1 – High Priority, 2 – Medium-High Priority, 3 – Medium Priority, 4 – Low Priority, 5 – Very Low Priority. Table 17 represents an average ranking of priority by the CAC and TAC with key community concerns.

Table 17: Community Issues

| Priority Issues | Citizens Advisory Committee | Technical Advisory Committee | Key Community Comments |
|--|-----------------------------|------------------------------|---|
| Infrastructure Needs: <ul style="list-style-type: none"> •Water / Sewer and Parking Capacity •Improve Route 18 accessibility •Safe pedestrian and bicycle facilities •Taxes and infrastructure costs are high | 2.1 | 2.7 | <ul style="list-style-type: none"> •There is a need for more parking, public and private, for boating and for businesses. •Parking in general is disorganized. Coordinate with private property owners for special events requiring maximum utilization of parking areas (public and private). •Improve local traffic circulation and take measures to decrease congestion. •Improve pedestrian crossings, traffic signals, and address capacity issues. Consider pedestrian crossing and the trail with a special pavement pattern and/or material. Separate the pedestrian/trail walkway from Route 18. •Consider no traffic light or circle and utilize a flashing light or yield to pedestrian signs. •Since taxes are already high, if new developments are permitted they should defray the cost of infrastructure improvements. •Taxes for new development are not earmarked for water and sewer improvements. |
| Lack of Attractions: <ul style="list-style-type: none"> •Lack of varied activities •Need destination marketing •Need a downtown or business district | 2.3 | 2.6 | <ul style="list-style-type: none"> •Although the current amenities, restaurants, and services adequately serve the needs of the community, if new development is to occur it should replace or improve existing facilities. •If new development is to occur in areas other than existing facilities, then it should include attractions, events, and services that are indicative of or in character with a small, rural, fishing village. |
| Preservation of Natural Amenities: <ul style="list-style-type: none"> •Preserve & enhance atmosphere such as boats, open water, watermen heritage •Preserve natural splendor of the water and waterfowl •Balance preservation and community development goals •Enhance the natural environment with appropriate amenities | 1.6 | 1.9 | <ul style="list-style-type: none"> •Kent Narrows provides relatively easy access to and from larger cities, the region, and the community via land and water. Consideration for the working waterfront, seafood industry, and fishing village heritage and atmosphere is important. •Enhance the area by augmenting current 'working seaside' amenities with like 'seaside' amenities such as boardwalks, floating docks, public boat access, public docks, and boating at a smaller - pedestrian scale while providing better connectivity to and between uses. •Improve the overall ambiance by cleaning up trash, removing or rehabilitating abandoned or dilapidated structures, and promoting cleanliness. •Consideration should be given to the inherent beauty of the waterfowl, wildlife, landscapes and seascapes. Conservation of the waterfront character (boats, bridges, and currents) in harmony with natural and manufactured environments is important. |
| Coordination of Waterway Activities with Special Events: • | 3.0 | 2.3 | <ul style="list-style-type: none"> •There is an apparent disconnection between water and watercraft activities and planned local business or community events. •Advanced advertisement of bridge closures for events is lacking. |



Community Preferences

In the Appendix of this plan are further details and descriptions of the issues and concerns as well as general observations and conclusions as derived from CAC, TAC, and Community Survey respondents with respect to community preferences. The following, however, are observations and conclusions made with respect to preferences based on issues and concerns.

- Preservation/conservation of the current scenic, natural and environmental beauty and quality is paramount to the future of Kent Narrows.
- The watermen heritage must be included as part of future development and redevelopment of the community.
- A community-wide understanding and shared vision about development scale, type and character is lacking (an architectural style unique to Kent Narrows is needed).
- Importance must be placed on serving the current population while maintaining water-based heritage and enhancing the qualities of Kent Narrows as a year-round destination.
- Kent Narrows must maximize every opportunity for visitors and residents to enjoy the character of Kent Narrows, including unique water and land features.
- Community development efforts should focus on opportunities for vacant lands, redevelopment, rehabilitation and revitalization of abandoned and dilapidated structures and underutilized sites.
- Provide improved signage system to guide visitors to and within Kent Narrows.
- Kent Narrows should provide year-round attractions and activities for all ages of diverse interests that sustain or enhance the natural environment.

Planned/Pending Development

Pending development includes those developments that have been recently constructed or have been submitted to the Department of Planning after 2000 and prior to January 2005. The developments were included in the existing condition data and are included in the build-out analysis. A description of these developments is presented in Table 18.



Table 18: Recent and Planned/Pending Development

| Time Line | Development / Alteration | Description | Status of Development | Housing Units | Estimated Commercial Parking Spaces | Estimated Population | Estimated Non-residential Space (Square Feet) |
|-----------|--|-------------------------------------|--------------------------|---------------|-------------------------------------|----------------------|---|
| 2000 | Kent Narrows Growth Area | Census Block Level | | 215 | 3,157 | 323 | 688,620 |
| 2005 | Recent Developments (modifications to base) Subtotal | Narrows Pointe | Approved | 38 | - | 57 | - |
| | | Hilton Hotel-Phase 1 | Approved & Constructed | | 157 | | 74,850 |
| | | | | 38 | 157 | 57 | 74,850 |
| | Adjusted Total | | | 253 | 3,314 | 380 | 763,470 |
| | Planned/Pending Developments Subtotal | Appletree Custom Homes | Pending Plan | 1 | - | 2 | - |
| | | The Tides - Downey Land Development | Final Plan Approval | 15 | 33 | 23 | |
| | | Bay East Development (49 Units) | Concept Plan Application | 49 | 125 | 74 | |
| | | Downey Lands Development | Sketch Plan Application | 10 | 28 | 15 | |
| | | Hilton Hotel - Phase 2 | Final Plan Approval | 10 | 56 | 15 | 7,000 |
| | | Holiday Inn Express Expansion | Concept Plan Approval | - | - | - | 14,780 |
| | | | | 85 | 242 | 129 | 21,780 |
| | Kent Narrows Growth Area Total | | | 338 | 3,556 | 509 | 785,250 |

Note: adjustments were made to calculate units and population for the study area.

As illustrated in Table 18, the number of housing units, estimated commercial parking spaces, population and estimated non-residential space (in square feet) for Kent Narrows in 2000 included 215 housing units, 3,157 parking spaces, 323 people and approximately 689,000 square feet of non-residential space.

Since 2000, several developments have been constructed including Narrows Pointe, and the Hilton Hotel Phase I. The data used for these developments were derived from the submitted subdivision land development plans. These developments account for 38 additional housing units, 157 additional parking spaces, and approximately 75,000 additional square feet of non-residential development. The estimated population for these developments includes an average of 1.5 people per housing unit which is based on current occupancy rates; the average rate accounts for an additional 57 people.

Pending developments includes those projects for which construction plans have been submitted and are presumed that, when found to be in compliance with County ordinances and regulations, will gain approval and eventually be constructed. These developments include The Tides, Bay East Development, Downey Lands Development, the Hilton Hotel – Phase II, and the Holiday Inn Express Expansion. The location of the developments is illustrated in *Map 4: Planning Area & Pending Development Areas*. The data used for these developments were also derived from submitted subdivision land development plans. These developments account for 84 additional housing units, 242



additional parking spaces, and approximately 129 additional people and an additional 22,000 square feet of non-residential space.

The Kent Narrows Growth Area is estimated, including existing conditions and pending development plans as illustrated in Table 18, to have a total 338 housing units, approximately 3,550 parking spaces, a total population of 509 and approximately 785,000 square feet of non-residential space. These estimates not only provide a snapshot of the current conditions in Kent Narrows but also provide a basis from which to formulate build-out scenarios.

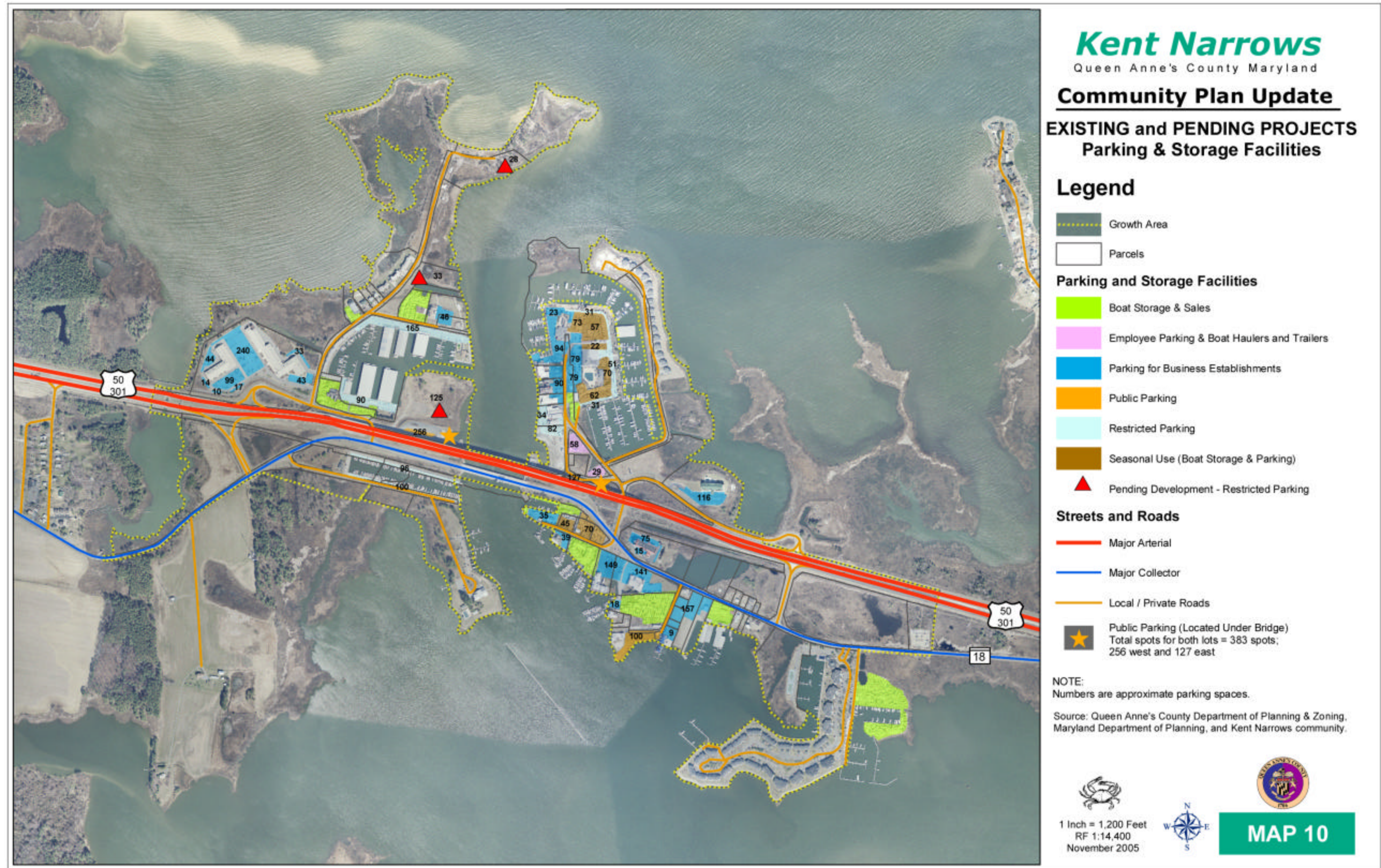
Parking and Storage

Parking and boat storage are of concern to the community. An approximate inventory of parking spaces and storage areas was completed by reviewing subdivision land development plans and by using aerial photography to count spaces. The inventory includes counts and area calculations for boat storage and sales, employee parking and boat hauler and trailer parking, parking spaces, restricted parking and seasonal use (boat storage and parking). The results of the inventory are presented in *Table 19: Parking Facilities*, and in *Map 10: Existing Parking and Boat Storage Facilities*.

Table 19: Parking Facilities

| Parking Type | Number of Facilities | Acres | Parking Spots | Percent of Total |
|-------------------------------------|----------------------|-------------|---------------|------------------|
| Boat Storage | 12 | 10.5 | 56 | 2% |
| Employee Parking | 2 | 0.9 | 87 | 2% |
| Parking for Business Establishments | 24 | 16.3 | 1,665 | 47% |
| Public Parking | 3 | 1.4 | 483 | 14% |
| Restricted Special | 3 | 3.3 | 186 | 5% |
| Restricted Parking | 9 | 6.6 | 680 | 19% |
| Seasonal Use | 7 | 5.3 | 399 | 11% |
| Total | 60 | 44.3 | 3,556 | 100% |

As Table 19 illustrates, within the Kent Narrows Growth Area there are sixty parking and storage facilities on approximately 44 acres of land that provide approximately 3,550 parking spaces. The number of parking spaces for specific facilities is indicated on Map 10.



***Special Taxing District***

Queen Anne's County established a special taxing district which was adopted by ordinance (Ordinance No. 92-11) and is known as the Special Kent Narrows Tax District. The taxing authority is the Kent Narrows Commercial Management and Waterfront Improvement Authority; a copy of the ordinance is contained in the Appendix of this plan. The special tax applies to commercial properties where \$0.06 is levied for every \$100 of assessed value of the property. The collected taxes are used for the security, maintenance, and amenities in the district, and for the design, approval, and financing of public improvements in the district. Public improvements include pedestrian and bicycle pathway systems, landscaping, signs, and lighting as needed to improve or enhance pedestrian access and safety throughout the district. Within the tax district some properties are eligible for exemption. *Map 9: Special Taxing Districts* illustrates the district's boundaries. In fiscal year 2004, according to Queen Anne's County Department of Finance, the taxes brought approximately \$21,000 in revenue.

Critical Area Designation Regulations

Critical Area Designation regulations affect both development opportunities and the ability to create and maintain Kent Narrows as a tourist destination. Kent Narrows currently is a tourist destination with evidence of dilapidated and fire damaged structures. Due to Critical Area regulations, removal of dilapidated and fire damaged structures well in advance of a proposed development plan trigger more stringent setback, floor area and impervious coverage regulations for redevelopment of the site. Therefore, the structures remain as eyesores to both the local community and visitors to Kent Narrows. The issue for property owners is the ability to preserve the setback, building footprint and impervious surface for future development/redevelopment opportunities. There is a need to work with the State Critical Area Commission to address this issue.

Public Lands, Parks and Open Space

There are several key parcels publicly owned and improved that provide access to the waterfront within Kent Narrows. In addition to water access, these lands provide views and vistas of the water. Preserving and enhancing public access to the waterfront, views and vistas are crucial elements of a waterfront destination. The following provides a brief description of each by quadrant. Please refer to *Figure 4: Quadrants of Kent Narrows* to reference the various quadrants.

Northwest Quadrant

- The Chesapeake Visitor's Center/Exploration Center provides visitor information on area attractions and accommodations. The Center also offers educational exhibits, day time public parking, and public view and access to the waterfront. There is a connection to the Cross Island Trail via pedestrian pathways.
- The County owned public parking lot and boat launch area under the bridge provide public view and access to the waterfront. The public parking consists of non-metered parking spaces for both vehicles and boat trailers. There is access to the Cross Island Trail from the parking lot.
- The Cross Island Trail, a County-owned public facility, provides waterfront views.

Southwest Quadrant

- The County owned Watermen's Marina provides public view and access to the waterfront. Charter fishing boats are available to the public. Local and regional watermen rent slips. The marina provides parking for each slip.



Southeast Quadrant

- Wells Cove is a County-owned facility providing public access to the waterfront and public landing. In addition, the site provides public parking for use by visitors and patrons of local businesses. Sightseeing tour boats and charter fishing boats embark and disembark from this location.

Northeast Quadrant

- The County-owned public parking lot under the bridge provides public view to the waterfront. The parking area consists of non-metered parking spaces available for use by patrons of local commercial establishments. There is access to the Cross Island Trail and pedestrian pathways from the parking lot.



Marina Summary

According to survey respondents there is a need for expanded marina services. *Table 20: Marina Summary* describes the current name, services, number of slips, and amenities of existing marinas.

Table 20: Marina Summary

| Name & Description of Facility | Ownership & Operation | Number of Slips | Fueling Capabilities | Other Marina Services | Amenities | Other Information |
|---|---|---|----------------------|---|---|--|
| Piney Narrows Yacht Haven – A year-round, recreational yachting facility with resort features offering condominium slips. | ?Owners - Condominium Association ?Operation – 9 member elected Board of Directors | 280 open and covered slips (50% are rented slips) | ?Gas ?Diesel | ?60 ton travel lift ?Repairs on-site ?Winter bubbling to dock facilities ?Free pumpout | ?Swimming pool and picnic area ?Heated and air conditioned restrooms and showers ?Laundry facilities ?Yachtsmen's Club Lounge ?Fence with card key entry ?Ship's Store ?Electrical and phone service ?Bicycle racks | ?Onsite management company offering marketing and reselling services. ?Dock boxes for storage ?Safety equipment at each dock (ring buoys, dock ladders and fire extinguishers) ?Marina newsletter |
| Mears Point Marina – A full service marina. | ?Private Ownership – slip rentals on annual basis only | 600 slips | ?Gas ?Diesel | ?Free pumpout stations for annual renters ?35 ton travel lift | ?Swimming pool, kiddie pool and poolside bar ?Full facility bathhouses and restrooms ?Yacht Club by membership ?Large party pavilion ?Landscaped picnic areas ?Paved/lighted parking areas ?Security fence ?Ship's Store ?Laundry facilities ?Gym/fitness center | ?Transient slips require a 2-night minimum on holidays and weekends ?Dry land storage ?Yacht sales and resale services ?C&C Charters |
| Other Privately Owned Marinas | Private Ownership | 396 slips | | | | |
| Community Slips | County Ownership | 162 slips | | | | |
| TOTAL Number of Slips | | 1,438 slips | | | | |

Condominium Slip – A condominium slip is similar to an apartment condominium in that the owner receives a “fee simple” deed (which is insurable and recorded at the County Land Records) which carries with it an exclusive right to the use of the slip. Further, the owner receives an undivided interest in all condominium property (referred to as common elements) as



specified in the condominium documents which, in this case, includes the piers, swimming pool, parking lots and other areas. Like other real estate, owners can sell their slips at any time, privately or through a broker.

As presented in Table 20, there are approximately 1,438 slips available in the Growth Area. A significant number of slips available for rent, most of which are either privately owned or rented on an annual basis. Few transient slips are also available.

Slip Holder Survey (Identification of Niche Markets)

A survey of slip holders was conducted. Details pertaining to the survey and survey results are contained in the Appendix to this plan. The survey was conducted to identify preferences, life-styles and needs of marina slip holders/users. In summary, the marinas are popular spots because of boating, restaurants, location within the region, local atmosphere, the quality of marinas and marina amenities. In addition, slip users are attracted other amenities in Kent Narrows such as the exploration center, sightseeing opportunities, and regional attractions such as museums and guided boat tours.

Slip holders currently participate in a variety of outdoor recreational activities including power boating, walking, swimming, biking and fishing. Local events of interest include the annual fireworks on the 4th of July, boat shows and boat races. Slip users would like better access to entertainment and activities such as outdoor and indoor concerts, movies, wine tasting and art shows. Slip users have a desire for the following non-boating amenities: newspapers and magazines, basic grocery items, farmers market, water taxi and bicycle rentals. Other needs and desires include services such as pet sitting or kennels, playgrounds for children, sailing and boating classes on navigation and docking and power squadron classes. And, slip users desire various dining opportunities in addition to those that already exist such as coffee/breakfast shops, delicatessens and dinner cruises. These responses to the survey identify *niche markets* for further study and analysis. (Source: *Kent Narrows Marina Slip Holder Survey, 2005* – refer to the Appendix of this plan for detailed survey results).

Visual Preference Survey Summary

A visual preference survey (VPS) is an innovative and successful technique that enables citizens to evaluate physical images of natural and built environments. The process involves asking participants to view and evaluate a wide variety of slides depicting streetscapes, land use, site designs, building types, aesthetics and amenities. Individual scores cards were used to indicate the level of preference for what they have seen. The results are analyzed to determine what is appropriate for the community. A visual preference survey was conducted with the CAC members in June 2005. A complete version of the survey, images, and results are available in the Appendix. Responses ranged from strong opposition (-2) to strong preference (+2).

Survey results provide an indication of community preferences regarding development type, style and density. The following pictures, from the visual preference survey, are an example of polar responses where there was strong opposition for slide 2, and strong preference for slide 30 (shown below).





Average Response -2.0

Average Response 1.9

Other than the polar slides, the top preferred slides included slides 12, 17/20, 26, and 27; while the top opposed slides included slides 4, 15, 22, and 28. The latter three slides of the top opposed slides had an average response value of -0.4 to 0.1 or no preference. The following slides include the top preferred and top opposed slides. The preferred images were utilized to prepare architectural design concepts and guidelines unique to Kent Narrows.

Top Preferred Slides:



Average Response 1.6



Average Response 1.6



Average Response 1.5



Average Response 1.6

Top Opposed Slides:



Average Response 0.0



Average Response -0.4



Average Response 0.1



Average Response 0.1

Community Vision for Kent Narrows

A community vision for Kent Narrows was created based on community issues, concerns, preferences and opportunities. The following statement is the result of collaboration of all planning partners and the community at-large. The shared community vision hopes to:

Establish Kent Narrows as a year-round destination for visitors and local residents while highlighting the heritage of the traditional working waterfront character.

Development Objectives for Kent Narrows

Based upon the previous plan objectives and input from the CAC and the public at large through identifying assets, issues/concerns and opportunities, the planning objectives for the Kent Narrows Growth Area were identified as follows.

1. To establish Kent Narrows as a year-round destination by encouraging a mixture of uses that will attract visitors to the area. Such uses include, but are not limited to, specialty retail, restaurants, public seafood and farmers markets, hotels and a conference center and boatworks.
 - Facilitate economic development efforts that support new business start-ups in *Niche Markets* to support development of a year-round destination.
2. To link the quadrants of Kent Narrows for pedestrian access, centralize parking and provide for pedestrian access throughout the area, preferably along the waterfront, to alleviate the need for vehicular traffic throughout the community.
 - Identify key pedestrian connections linking existing facilities to provide interconnectivity within and between all quadrants as well as improving public access to the water.
3. To ensure that all new development and redevelopment will have architectural design sensitive to the character of Kent Narrows through establishing architectural design standards.
 - Develop design standards that address buildings setbacks, scale, massing and height that will preserve and enhance access, views and vistas to the water.
4. To establish County incentives for developers and property owners to create public improvements on or off their sites that will enhance pedestrian access, create boardwalks along the water, create public plaza areas, and create architectural features.



-
5. To allow flexibility in development standards in order to encourage innovation and creativity in development and redevelopment and to discourage underutilization of valuable parcels of land by creating a development review process and regulations that facilitate development and eliminate unnecessary procedures and expense.
 6. To continue the Kent Narrows Development Foundation, a not-for-profit corporation charged to facilitate achieving plan goals, objectives and policies.
 7. To discourage highway service-oriented uses which are aimed at drawing travelers to the Narrows only for a brief period of time. Such uses include, but are not limited to, gas stations, automobile sales and/or services, fast food restaurants that are not part of an overall development project, and non-seafood or non-marine related light industrial uses.
 8. To encourage the County to reinvest room taxes and special district taxes collected from Kent Narrows property owners in recreation, tourism promotion and amenities in Kent Narrows.
 9. To further enhance a waterfront experience unique to Kent Narrows through achieving various waterfront objectives such as:
 - Increasing and diversifying waterfront experiences through establishing appropriate uses, activities/attractions, festivals, events and performances;
 - Facilitating the involvement and support of partners, property owners and the community;
 - Facilitating and promoting private sector investment and growth;
 - Providing and preserving public access, views and vistas to the waterfront; and
 - Providing adequate public facilities, services (including water, sewer and parking) and activities to support a year-round waterfront destination.
 10. To encourage the County to evaluate all County-owned or County-leased land for highest and best use.



Opportunities for Kent Narrows

The opportunities for Kent Narrows are numerous as evidenced by the input received through the CAC, TAC, and public involvement process. This section provides a synopsis of identified priority opportunities, opportunity sites, and build-out scenarios.

Table 21: Community Identified Opportunities, lists priority opportunities as identified by each group and summarized responses from the Community Survey. There are nuances within priorities and comments that may expand beyond the scope of the priority opportunities. These nuances may need to be further addressed to meet community needs. However, the list and comments provide an indication of the opportunities most important or perceived as most important to the overall community. The priorities were ranked 1 through 5 using the following priority ranking system: 1 – High Priority, 2 – Medium-High Priority, 3 – Medium Priority, 4 – Low Priority, 5 – Very Low Priority. Table 21 represents an average ranking of priority by the CAC and TAC with key community comments.

Table 21: Community Identified Opportunities

| Priority Opportunities | Citizens Advisory Committee | Technical Advisory Committee | Key Community Suggestions |
|--|-----------------------------|------------------------------|---|
| Opportunities to Establish Connections: <ul style="list-style-type: none"> •Trails, paths for observation and access to waterfront •Integrated waterfront boardwalk with direct access to business •Connectivity between types of access (boat, pedestrian, vehicle) | 2.1 | 2.1 | <ul style="list-style-type: none"> •Non-invasive observation areas that provide access to marshes and seascapes are desirable. •Well planned, not overdone boardwalks that provide access to waterfront activities and adjacent businesses can help preserve natural environments, views, and the businesses. •Naturalist trails, bicycle trails, and pedestrian trails that connect land uses with waterfront uses and connect to existing Cross Island Trails are desirable. |
| Redevelopment Opportunities: <ul style="list-style-type: none"> •Emphasis on commercial development •Build small shops | 2.3 | 1.8 | <ul style="list-style-type: none"> •Concentrate on redeveloping currently vacant or under-utilized properties with businesses that are in keeping with waterfront or fishing village character. •Avoid a false "touristy" character; stick with authentic and small scale design characteristics. •Consider better building maintenance and a standardized palette for structure characteristics • Attract or encourage small scale businesses that preserve the working elements or character of Kent Narrows including historic waterfront location(s) and watermans heritage while providing family destinations, fine and casual dinning, and shopping areas with specialty shops (i.e. marine, art supply, breakfast / coffee shop, art gallery and waterfront restaurants). |
| Public/Private Partnership Opportunities: <ul style="list-style-type: none"> •County Involvement (tax incentives, county owned land) •County development requirements and procedures •Critical Area Commission | 2.0 | 2.1 | <ul style="list-style-type: none"> •Utilize county owned properties to provide public access to waterfront or preserve environmentally sensitive areas. •Use county tax incentives for businesses that add to the desired community character and not add pressure to the current tax base. •Ordinances/regulations and procedures should be modified and streamlined. •Work with Critical Area Commission for design options. |
| Geo-Tourism Opportunities: <ul style="list-style-type: none"> •Public destination on public lands to connect walkways / boardwalks; year round events •Create a year-round destination | 1.8 | 2.9 | <ul style="list-style-type: none"> •Develop for all ages and interests year round activities and events that center on water activities and heritage; consider specifically children and teens. •There exists a possibility that Kent Narrows can become a year-round resort village with a town center. |



Niche Markets

Niche Markets refer to the existence of consumer groups with identifiable tastes and life-styles. In Kent Narrows there are several distinct consumer groups including hotel users (both tourist and meeting/conference accommodations), marina slip holders/users, regional dining community and local watermen. Each of these groups represents market segments that have different niches that translate into business development opportunities. As previously identified, the marina slip holders/users were surveyed to define tastes or preferences, life-styles and needs. These *niche markets* or market segments of the recreation and tourist market are important to the success of Kent Narrows becoming a year-round destination. The results of the Marina Slip Holder Survey identify small business opportunities, business expansion opportunities and governmental activities in areas such as expanded tourism attractions, events/activities/entertainment, basic consumer goods and boating services. Refer to details provided in the Appendix to further define *niche markets* for further exploration.

The following are some general business development strategies when considering a new business start-up or business expansion opportunity with respect to a targeted *niche market*.

- Taking on a new niche for an existing business can be a low-risk way to grow your business.
- Niche marketing can be cost effective provided you know who your potential customers/clients are.
 - Conduct additional research and analysis to define niche markets. (*This research conducted in conjunction with the plan is an initial step in the market analysis process.*)
- Unique needs of niche markets can be met through effective communication with target groups.
 - Utilize existing marina newsletters as a means to communicate goods, services, attractions and events/activities within Kent Narrows.
- Consider direct competitors and test market to gauge the market's receptiveness to products and services.
 - Research competitors in the region for convenience of location and accessibility for target market and research if businesses have tried and failed specific target markets.
 - Promote and provide a one-time offer of goods or services in conjunction with an existing business to test the market's receptiveness to the new product or service.

Opportunity Sites

In addition to opportunity issues there are several identified opportunity sites, which are illustrated in *Map 11: Opportunity Sites*. Opportunity sites are identified by mapping undeveloped land, under-utilized land, planned development areas, private conservation land, and marsh lands. The following definitions are provided for various terms associated with opportunity sites.

Undeveloped lands are those that have been classified as undeveloped or agricultural lands and are not marsh lands or wetlands. Agriculture is a land use that is vital to a community and it has been included in undeveloped lands. Under-utilized lands are those lands for which the current use is considered not to be the highest and best use and/or which have limited economic viability. These areas include vacant or dilapidated structures, parking lots, storage areas, and underdeveloped lands. Undeveloped lands and under-utilized lands with the reduction of marsh lands and areas planned for development yield the net area for evaluation through a build-out analysis. These areas are identified as opportunity sites as depicted on Map 11.

Build-out Scenarios

Build-out analysis is a lot-by-lot or area-by-area analysis to estimate the total number of existing and developable units (housing units and square footage of non-residential space) based on current zoning



and other applicable land use regulations for a particular study area. The analysis can be conducted for various development scenarios for purposes of economic and environmental impact assessment. This type of analysis provides the basis for discussion and consensus building around a preferred future plan for a particular region, community or site.

Build-out analysis identifies potential future land use, population, housing units and square footage of non-residential space projected for the study area under various development scenarios. Scenario analysis and comparisons will be further discussed to support identification of a preferred future land use plan for the study area. A complete description of the build-out scenarios and process are available in the Appendix.

Three build-out scenarios were used to demonstrate future development potential. These are: 1) a residential development scenario; 2) a non-residential development scenario (also referenced to as commercial); and, 3) a mixed use scenario (also referred to as commercial with residential). Each of the build-out scenarios are based on current land uses, approved development plans and planned developments. The development standards used in this analysis were derived from Queen Anne's County Zoning Ordinance with input from County staff. Each scenario was developed using the following baseline assumptions.

- Each scenario builds upon existing conditions
- Each scenario uses undeveloped land and under-utilized lands as land available for development and redevelopment
- Each new residential unit is occupied by 1.5 people (the current unit average)
- Each new residential unit is required to provide 2 parking spaces per unit
- 1 parking space is required for every 300 square feet of commercial development (average size based on waterfront and commercial activities)
- All residential units are estimated at 1,600 square feet unless otherwise specified

Further assumptions per each specific scenario are also provided in the Appendix. *Table 22: Build-out Scenario Summary*, describes the projected impact of each scenario. Note that "bonus" refers to the floor area ratio (FAR) of a structure where the current allowable FAR is 30 percent (0.30) and that with the bonus, when granted, allows the FAR to increase up to 50 percent (0.50), whereby the floor area ratio of a structure is permitted to be 30 to 50 percent of the total area of the parcel on which the structure stands.

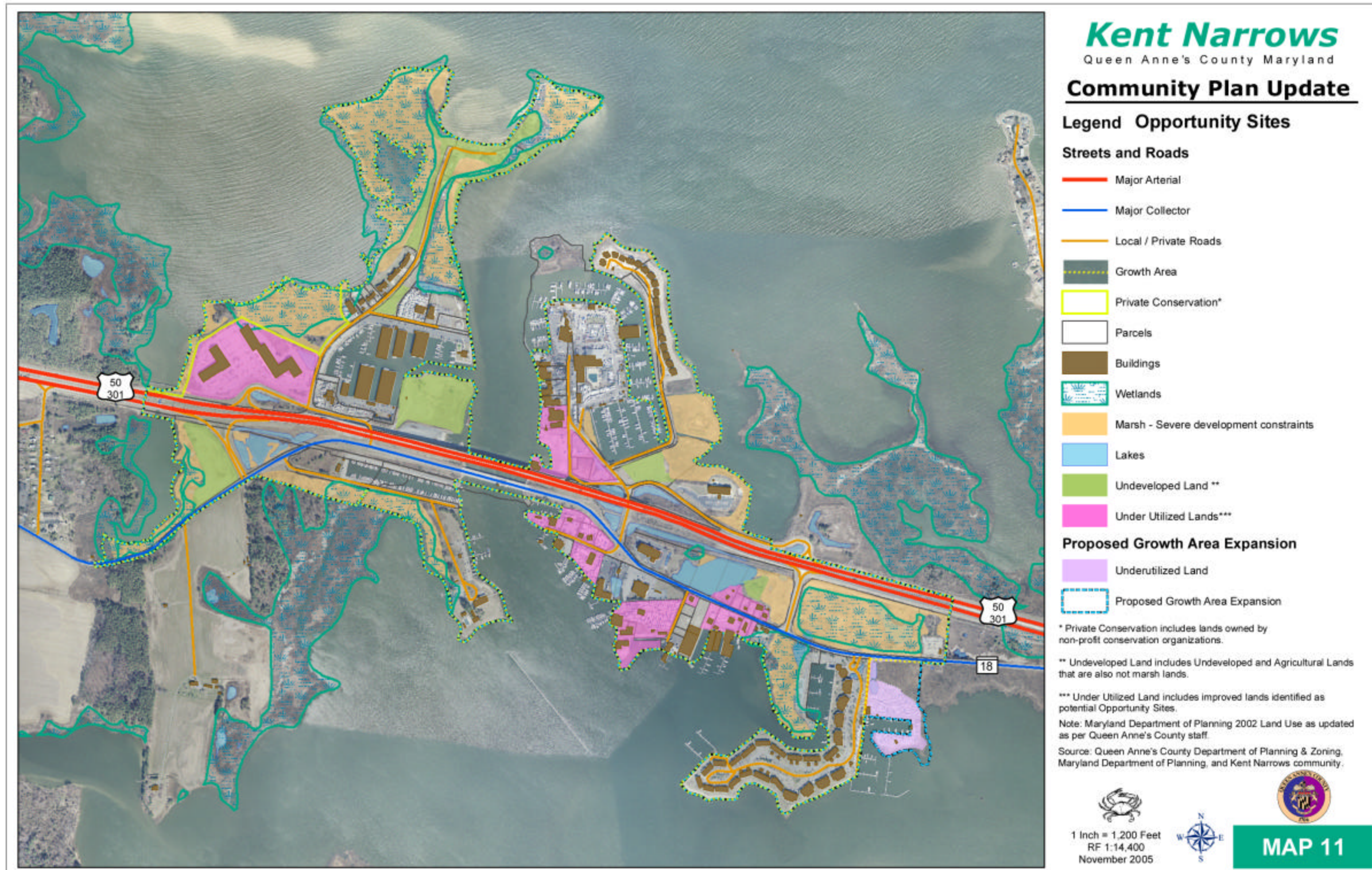




Table 22: Build-out Scenario Summary: Existing Plus Projected

| Development / Alteration | Total Projected Housing Units | Total Projected Commercial Parking Spaces | Total Projected Population | Total Projected Non-residential Space (Square Feet) |
|---|-------------------------------|---|----------------------------|---|
| Existing Conditions for Kent Narrows Growth Area (2005) | 338 | 3,556 | 508 | 785,250 |
| Existing Viable Development* | 334 | 2,540 | 502 | 575,789 |
| Scenario 1: Residential Build-out Total | 682 | 3,236 | 1,024 | 575,789 |
| Scenario 2: Non-Residential Build-out Total With Bonus | 334 | 5,700 | 502 | 1,523,655 |
| Scenario 2: Non-Residential Build-out Total Without Bonus | 334 | 4,436 | 502 | 1,144,508 |
| Scenario 3: Mixed-Use Build-out Total With Bonus | 689 | 4,515 | 1,035 | 954,935 |
| Scenario 3: Mixed-Use Build-out Total Without Bonus | 569 | 3,635 | 853 | 763,466 |

* Existing Viable Development, includes current economically viable properties, whereby if pending development were considered it would "reduce" the dwelling unit count by 4 units and the non-residential space by approximately 200,000 square feet (i.e., the outlets are no longer included).

Note that in *Table 22: Build-out Scenario Summary*, some scenarios portray a lesser amount of housing units or non-residential space; the lesser amounts are a function of the under-utilized land whereby it is presumed that existing structures (residential and non-residential alike) are not rehabilitated but that the structures are replaced as per the characteristics of the scenario. For instance, in *Scenario 1: Residential Build-out* the identified under-utilized outlets are presumed to be replaced at a rate of 8 units per acre, resulting in a net loss of non-residential (commercial) space.

Proposed Growth Area Expansion

Although the 2002 Comprehensive Plan planning policies do not support expansion of Growth Areas, consideration has been made as part of the build-out analysis for expansion of the current Growth Area. In order to support the vision of this plan, further consideration of Growth Area expansion should be evaluated to support community needs such as parking, boat storage on lots less desirable for development as a year-round destination and additional development necessary to support year-round destination activities and attractions. Original analysis included lands to the east and west of the Growth Area (refer to Appendix for further details and analysis). After careful consideration, the CAC recommended consideration of only the Lippincott Marina site only for expansion of the Growth Area as part of this planning effort; refer to *Map 11: Opportunity Sites*. Inclusion of this site in the Growth Area would increase the acreage of the Growth Area from approximately 376 acres to 380 acres. *Table 23: Impact of Expanded Growth Area*, provides data regarding the impact of an expanded Growth Area for each scenario with and without bonuses and with the proposed expansion of the Growth Area Boundary including the Lippincott Marina.



Table 23: Impact of Expanded Growth Area

| Development / Alteration | Total Projected Housing Units | Total Projected Commercial Parking Spaces | Total Projected Population | Total Projected Non-residential Space (Square Feet) |
|---|-------------------------------|---|----------------------------|---|
| Existing Conditions Kent Narrows Growth Area (2005) | 338 | 3,556 | 508 | 785,250 |
| Existing Viable Development* | 334 | 2,540 | 502 | 575,789 |
| Scenario 1: Residential Build-out Total | 682 | 3,236 | 1,024 | 575,789 |
| Scenario 1: Residential Build-out Total with Expansion of Growth Area | 713 | 3,299 | 1,071 | 575,789 |
| Scenario 2: Non-Residential Build-out Total With Bonus | 334 | 5,700 | 502 | 1,523,655 |
| Scenario 2: Non-Residential Build-out Total Without Bonus | 334 | 4,436 | 502 | 1,144,508 |
| Scenario 2: Non-Residential Build-out Total With Bonus & Expansion | 334 | 5,983 | 502 | 1,608,597 |
| Scenario 2: Non-Residential Build-out Total Without Bonus & Expansion | 334 | 4,606 | 502 | 1,195,473 |
| Scenario 3: Mixed-Use Build-out Total With Bonus | 689 | 4,515 | 1,035 | 954,935 |
| Scenario 3: Mixed-Use Build-out Total Without Bonus | 569 | 3,635 | 853 | 763,466 |
| Scenario 3: Mixed-Use Build-out Total With Bonus & Expansion | 721 | 4,692 | 1,082 | 988,912 |
| Scenario 3: Mixed-Use Build-out Total Without Bonus & Expansion | 590 | 3,733 | 885 | 780,285 |

*Existing Viable Development, includes current economically viable properties, whereby if pending development were considered it would "reduce" the dwelling unit count by 4 units and the non-residential space by approximately 200,000 square feet (i.e.; the outlets are no longer included).

Build-out Fiscal Impacts

Additional dwelling units and additional non-residential uses create an increased demand on services but also provide additional revenue. The following tables provide estimated data on these fiscal impacts. *Table 24: Fiscal Impacts of New / Rehabilitation Development*, provides estimated revenues for public schools and fire station / apparatus. The public school impact fee was calculated as \$2,569 per dwelling unit. The fire station / apparatus impact fee was assessed as \$828 per dwelling unit and an average \$1.15 per square foot of non-commercial. The rates were derived from the Queen Anne's County Code.



Table 24: Fiscal Impacts of New / Rehabilitation Development

| New Development / Alteration | Projected Housing Units | Projected Non-residential Space (Square Feet) | Public Schools | Fire Station / Apparatus | Total | 50 % Reduction for Growth Area |
|---|-------------------------|---|----------------|--------------------------|--------------|--------------------------------|
| Scenario 1: Residential Build-out Total | 348 | - | \$ 894,423 | \$ 288,276 | \$ 1,182,700 | \$ 591,350 |
| Scenario 1: Residential Build-out Total with Expansion of Growth Area | 379 | - | \$ 974,576 | \$ 314,110 | \$ 1,288,686 | \$ 644,343 |
| Scenario 2: Non-Residential Build-out Total With Bonus | - | 947,866 | - | \$ 1,092,415 | \$ 1,092,415 | \$ 546,208 |
| Scenario 2: Non-Residential Build-out Total Without Bonus | - | 568,719 | - | \$ 655,449 | \$ 655,449 | \$ 327,725 |
| Scenario 2: Non-Residential Build-out Total With Bonus & Expansion | - | 1,032,808 | - | \$ 1,190,311 | \$ 1,190,311 | \$ 595,155 |
| Scenario 2: Non-Residential Build-out Total Without Bonus & Expansion | - | 619,685 | - | \$ 714,186 | \$ 714,186 | \$ 357,093 |
| Scenario 3: Mixed-Use Build-out Total With Bonus | 355 | 379,146 | \$ 913,150 | \$ 731,278 | \$ 1,644,428 | \$ 822,214 |
| Scenario 3: Mixed-Use Build-out Total Without Bonus | 235 | 187,677 | \$ 602,679 | \$ 410,544 | \$ 1,013,223 | \$ 506,612 |
| Scenario 3: Mixed-Use Build-out Total With Bonus & Expansion | 387 | 413,123 | \$ 994,981 | \$ 796,811 | \$ 1,791,792 | \$ 895,896 |
| Scenario 3: Mixed-Use Build-out Total Without Bonus & Expansion | 256 | 204,496 | \$ 656,687 | \$ 447,335 | \$ 1,104,022 | \$ 552,011 |

Note: Impact fee for All Other Residential was used (\$2,569 per unit) and impact fee for commercial was an average of \$1.15 per square foot.

Further revenues were calculated using projected assessed values of dwelling and non-residential space. The assessed values were calculated using an average assessed value of \$265,943 for dwelling units and an average \$107.04 per square foot for non-residential space. The average values for residential were derived from 2004 tax assessment office data, and the average values for non-residential properties were derived from 2004 tax assessment office data for recent non-residential development. The results of the calculations are provided in *Table 25: Projected Assessed Value of New / Rehabilitation Development*.



Table 25: Projected Assessed Value of New / Rehabilitation Development

| Scenario Name | Projected Housing Units | Projected Residential Assessment* (thousand) | Projected Non-residential Space (Square Feet) | Projected Non-Residential Assessment** (thousand) | Projected Total Assessment (thousand) |
|--|-------------------------|--|---|---|---------------------------------------|
| Scenario 1: Residential Build-out Total | 348 | \$92,591 | - | \$- | \$92,591 |
| Scenario 1: Residential Build-out Total with Expansion of Growth Area | 379 | \$100,888 | - | \$- | \$100,888 |
| Scenario 2: Non-Residential Build-out Total With Bonus | - | \$- | 947,866 | \$101,459 | \$101,459 |
| Scenario 2: Non-Residential Build-out Total Without Bonus | - | \$- | 568,719 | 60,875 | \$60,875 |
| Scenario 2: Non-Residential Build-out Total With Bonus & Expansion | - | \$- | 1,032,808 | 110,551 | \$110,551 |
| Scenario 2: Non-Residential Build-out Total Without Bonus & Expansion | - | \$- | 619,685 | 66,330 | \$66,330 |
| Scenario 3: Mixed-Use Build-out Total With Bonus | 355 | \$94,529 | 379,146 | \$40,583 | \$135,113 |
| Scenario 3: Mixed-Use Build-out Total Without Bonus | 235 | \$62,389 | 187,677 | \$20,089 | \$82,478 |
| Scenario 3: Mixed-Use Build-out Total With Bonus & Expansion | 387 | \$103,000 | 413,123 | \$44,220 | \$147,221 |
| Scenario 3: Mixed-Use Build-out Total Without Bonus & Expansion | 256 | \$67,980 | 204,496 | \$21,889 | \$89,869 |

* Note: Assessed Value of Residential Properties were assumed at an average \$265,943 unless otherwise specified

** Note: Assessed Value of Non-residential Properties were assumed at an average 107.04 per square foot

The projected assessed values of new / rehabilitated development, as presented in Table 25 were used to project property tax revenue and special taxing district revenues, as illustrated in *Table 26: Projected Revenues of New / Rehabilitation Development*. Property taxes were projected using a 2005 rate of \$0.087 per \$100 of assessed value from property tax. Special Tax District revenues were projected using the 2005 rate of \$0.06 per \$100 of assessed value from commercial properties only; the Special Taxing District is illustrated on *Map 9: Special Taxing Districts*.



Table 26: Projected Revenues of New / Rehabilitation Development

| Scenario Name | Projected Housing Units | Projected Non-residential Space (Square Feet) | Projected Total Assessment (thousand) | Projected Property Tax (2005 rate of 0.87 per \$100 Assessed Value) (thousand) | Projected Special Tax District Rate (2005 rate of .06 per \$100 Total Assessed Value of Commercial Properties) (thousand) | Projected Tax Revenue (Base plus Special District) (thousand) |
|---|-------------------------|---|---------------------------------------|--|--|---|
| Scenario 1: Residential Build-out Total | 348 | - | \$92,591 | \$806 | \$- | \$806 |
| Scenario 1: Residential Build-out Total with Expansion of Growth Area | 379 | - | \$100,888 | \$878 | \$- | \$878 |
| Scenario 2: Non-Residential Build-out Total With Bonus | - | 947,866 | \$101,459 | \$883 | \$61 | \$944 |
| Scenario 2: Non-Residential Build-out Total Without Bonus | - | 568,719 | \$60,875 | \$530 | \$37 | \$566 |
| Scenario 2: Non-Residential Build-out Total With Bonus & Expansion | - | 1,032,808 | \$110,551 | \$962 | \$66 | \$1,028 |
| Scenario 2: Non-Residential Build-out Total Without Bonus & Expansion | - | 619,685 | \$66,330 | \$577 | \$40 | \$617 |
| Scenario 3: Mixed-Use Build-out Total With Bonus | 355 | 379,146 | \$135,113 | \$1,175 | \$24 | \$1,200 |
| Scenario 3: Mixed-Use Build-out Total Without Bonus | 235 | 187,677 | \$82,478 | \$718 | \$12 | \$730 |
| Scenario 3: Mixed-Use Build-out Total With Bonus & Expansion | 387 | 413,123 | \$147,221 | \$1,281 | \$27 | \$1,307 |
| Scenario 3: Mixed-Use Build-out Total Without Bonus & Expansion | 256 | 204,496 | \$89,869 | \$782 | \$13 | \$795 |

* Note: Assessed Value of Residential Properties were assumed at an average \$265,943 unless otherwise specified

** Note: Assessed Value of Non-residential Properties were assumed at an average 107.04 per square foot



Infrastructure Improvement Needs

With any development there are increased infrastructure demands, some of the demands can be met with existing infrastructure but in general existing infrastructure will need improvements. The following describe existing conditions and potential demands that could be placed on the current: transportation, water, and sewer infrastructure.

Transportation

Trip generation rates for the proposed developments and projected traffic volumes were derived from the Institute of Transportation Engineers', Trip Generation Manual, 7th Edition. There are three levels of assessment, which are existing, proposed developments, and future. For each of these levels of assessment, each of the six key intersections was revealed to have Critical Lane Volumes (CLV) at a Level of Service (LOS) A. Intersections that operate at a LOS A are better than the acceptable LOS C levels. *Table 27: Future Critical Lane Volume Data*, provides the future AM and PM peak CLV and projected LOS for the six key intersections.

Table 27: Future Critical Lane Volume Data

| Key Intersections | AM CLV(LOS) | PM CLV(LOS) |
|--|----------------|----------------|
| MD 18 at US 50/301 Exit 41 Ramps | 346(A) | 542(A) |
| Piney Narrows Road at Piney Narrows Road | 186(A) | 288(A) |
| Piney Narrows Road at the public boat ramp | 154(A) | 203(A) |
| MD 18 at Piney Narrows Road | 440(A) | 616(A) |
| MD 18 at Kent Narrows Way | 344(A) | 593(A) |
| MD 18 at US 50/301 Exit 42 Ramps | 314(A) | 695(A) |

Source: Adequate Public Facilities Study for A Proposed 49 Unit Age-restricted, Townhouse-style, Condominium Development Project October 2004, Appendix III Traffic Impact Study July 2004.

Although key intersections currently operate at a LOS A and are projected to continue to operate at the same level, traffic congestion occurs during peak season times (*both heavy use of the channel by boats and heavy use of roadways by vehicular traffic*), special events and incidents that block or shut down US 50/301.

Bicycle and Pedestrian Facilities

Pedestrian facilities include paths, walkways and boardwalks with missing links that would otherwise connect parking facilities with various attractions throughout the four quadrants, a lack of proper ADA compliance and a lack of physical separation of bicycle/pedestrian facilities from the vehicular travel lane at locations along portions of MD 18 including the drawbridge. Pedestrian safety concerns exist with respect to inadequate lighting of parking lots and pedestrian facilities and inadequately marked and signed pedestrian crossings.

Parking Facilities

Although general parking is adequate for private uses and facilities, public parking seems to be in high demand during peak periods and special events. Parking is an issue of major concern to the community. Additional public parking will be needed as future development occurs and management of use of public parking and private parking during special events is crucial.

The following describes the methodology used to determine the existing and potential parking needs for Kent Narrows. *Map 10: Existing Parking & Boat Storage Facilities* and *Map 12: Future Parking & Boat Storage Facilities* depict current and opportunities for potential changes in parking capacity.

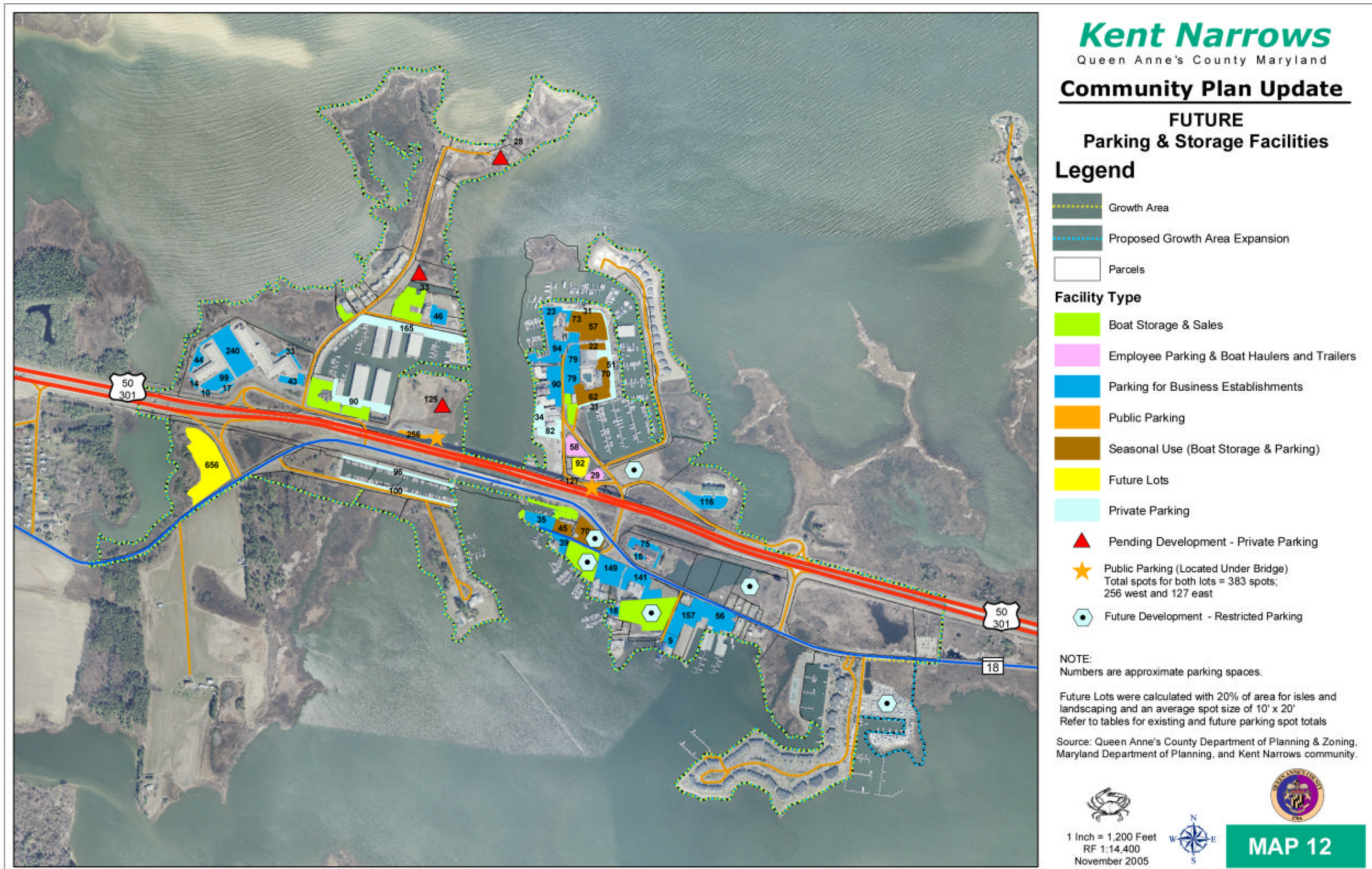




Table 28: Existing and Projected Future Parking Spaces, illustrates the results of the Build-out Scenario analysis using identified Opportunity Sites (undeveloped and under-utilized land) for the Mixed Use Build-out Scenario (*Map 11: Opportunity Sites*). Parking space projections are illustrated in the table for both future development within the existing Growth Area boundary as well as for proposed expansion of the Growth Area (columns C and D).

This analysis provides the existing estimated parking spaces for Kent Narrows by type of parking facility. Existing parking data do not account for residential parking spaces. Projected parking data for future residential and non-residential uses (commercial uses) are accounted at a rate of two parking spaces per every new residential unit and one parking space per every 300 square feet of non-residential space (refer to Build-out Scenario Documentation). Counts for existing parking includes the 175 public spaces of county spaces (Public Parking (County) located under the MD 50 / 301 bridge and on county-owned land. Restricted Special parking accounts for existing parking spaces and submitted land development plans and carried through columns A to D for both surface and decks include the following assumptions:

Surface Parking Assumptions: parking spaces are estimated based on total lot area, less twenty percent of lot area for isles and landscaping with an average 200 square feet per parking space (10' x 20').

Deck Parking Assumptions: Deck parking spaces were calculated assuming an average 200 square feet per parking space, two levels (ground level and deck), and aisles.

Table 28: Existing and Projected Future Parking Spaces

| Parking Type | Existing Parking Spots | Percent of Total | Scenario 3: Mixed-Use Build-out Total With Bonus (A) | Scenario 3: Mixed-Use Build-out Total Without Bonus (B) | Scenario 3: Mixed-Use Build-out Total With Bonus & Expansion (C) | Scenario 3: Mixed-Use Build-out Total Without Bonus & Expansion (D) |
|-------------------------------------|------------------------|------------------|---|--|---|--|
| Boat Storage | 56 | 2% | - | - | - | - |
| Employee Parking | 87 | 2% | 61 | 34 | 66 | 37 |
| Parking for Business Establishments | 1,665 | 47% | 1,161 | 644 | 1,265 | 702 |
| Public Parking (County) | 483 | 14% | 483 | 483 | 483 | 483 |
| Public Parking (Surface) | - | 0% | 2,103 | 2,103 | 2,103 | 2,103 |
| Public Parking (Decks) | - | 0% | 383 | 383 | 383 | 383 |
| Restricted Special | 186 | 5% | 186 | 186 | 186 | 186 |
| Restricted Parking | 680 | 19% | 474 | 263 | 517 | 287 |
| Seasonal Use | 399 | 11% | 278 | 154 | 303 | 168 |
| Total | 3,556 | 100% | 5,130 | 4,250 | 5,307 | 4,348 |

Currently there is a demand for additional public and private parking located in close proximity to commercial establishments. Safety, access and location issues are crucial with respect to use of existing public parking lots by patrons of commercial establishments. Public perception based upon these critical issues prevents public patrons from routinely using the existing public parking facilities to the fullest extent.



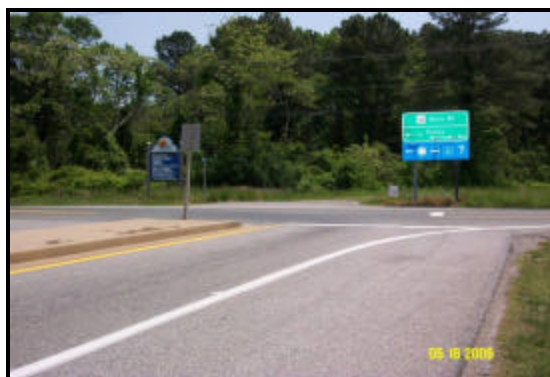
Other issues pertain to the allocation of public spaces for private use. The public parking may be used by developers and commercial establishments in order to meet parking requirements. And, in some cases public parking spaces have been allocated multiple times to more than one developer or commercial establishment, while spaces routinely go unused due to issues (both real and perceived) previously described.

Public parking and private parking demands during special events typically exceed capacity and parking management plans have been used to address needs. These management plans include utilization of both public and private parking resources as well as any additional space that is used for parking.

Projected parking needs as described above, under various build-out scenarios indicate a demand for parking that will require significant land area in competition with land area requirements for principle land uses (both current and future) that yield higher economic returns. Public parking facilities (lots and structures) should be considered for development through public/private partnerships on key inland lots, on satellite lots both within and outside of the existing growth boundary, and on lots along the edge of an expanded growth boundary if expansion of the Growth Area boundary is considered.

Signage

Numerous types of signage exists including signs to address traffic safety requirements, wayfinding and directional signage, off-premise signs for various establishments and other forms of signs resulting in sign clutter and confusion for visitors. Images of various types of signs are provided to depict various types of signs as well as the over-abundance of signage within Kent Narrows.





Water

The County's Water Treatment Plant at Oyster Cove treated an average of 66,143 gallons per day (gpd) for the four quarters ending in July 2005. Between October 2004 and January 2005 the plant consumption was approximately 66,143 gpd. The current water pressure is 50-65 pound per square inch (psi). Map 13: Water Service Area, illustrates the water facilities in Kent Narrows.

Table 29: Water Needs

| Description | Projected Housing Units (Column A) | Projected Water Needs per dwelling unit (250 gpd /unit in Column A) (Column B) | Projected Non-residential Space (Square Feet) (Column C) | Projected Non-residential Water Needs gpd (0.25 gpd / square foot in Column C) (Column D) | Projected Development Water Needs gpd (Sum of Columns B & D) (Column E) | Total Water Needs gpd (Existing Conditions plus Projected Needs) (Column F) |
|---|---------------------------------------|---|---|--|--|--|
| Existing Conditions* Kent Narrows (2005) | 334 | 83,500 | 575,789 | 143,947 | 227,447 | 227,447 |
| Scenario 1: Residential Build-out Total | 348 | 87,040 | - | - | 87,040 | 314,487 |
| Scenario 1: Residential Build-out Total with Expansion of Growth Area | 379 | 94,840 | - | - | 94,840 | 322,287 |
| Scenario 2: Non-Residential Build-out Total With Bonus | - | - | 947,866 | 236,966 | 236,966 | 464,414 |
| Scenario 2: Non-Residential Build-out Total Without Bonus | - | - | 568,719 | 142,180 | 142,180 | 369,627 |
| Scenario 2: Non-Residential Build-out Total With Bonus & Expansion | - | - | 1,032,808, | 258,202 | 258,202 | 485,649 |
| Scenario 2: Non-Residential Build-out Total Without Bonus & Expansion | - | - | 619,685 | 154,921 | 154,921 | 382,368 |
| Scenario 3: Mixed-Use Build-out Total With Bonus | 355 | 88,862 | 379,146 | 94,787 | 183,649 | 411,096 |
| Scenario 3: Mixed-Use Build-out Total Without Bonus | 235 | 58,649 | 187,677 | 46,919 | 105,569 | 333,016 |
| Scenario 3: Mixed-Use Build-out Total With Bonus & Expansion | 387 | 96,826 | 413,123 | 103,281 | 200,106 | 427,554 |
| Scenario 3: Mixed-Use Build-out Total Without Bonus & Expansion | 256 | 63,905 | 204,496 | 51,124 | 115,029 | 342,476 |

*Existing Conditions include viable development such as current economically viable properties plus pending development reduced by 4 units and the non-residential space by approximately 200,000 square feet (i.e.; the outlets are no longer included) assuming redevelopment occurs. Existing conditions assumes that all existing development were connected to the public water system.

Unit calculations and square footage calculations reflect amount for new units as derived from Table 22. (Projected subtract from existing conditions).

Explanation of calculations: Column B = Column A unit count multiplied by 250 gpd

Column D = Column C sq. ft multiplied by 0.25 gpd

Column E = Sum of Columns B & D

Column F = Existing Conditions (227,447) added to Column E (projected)

Refer to the Queen Anne's County, 2005 Comprehensive Water and Sewerage Plan.

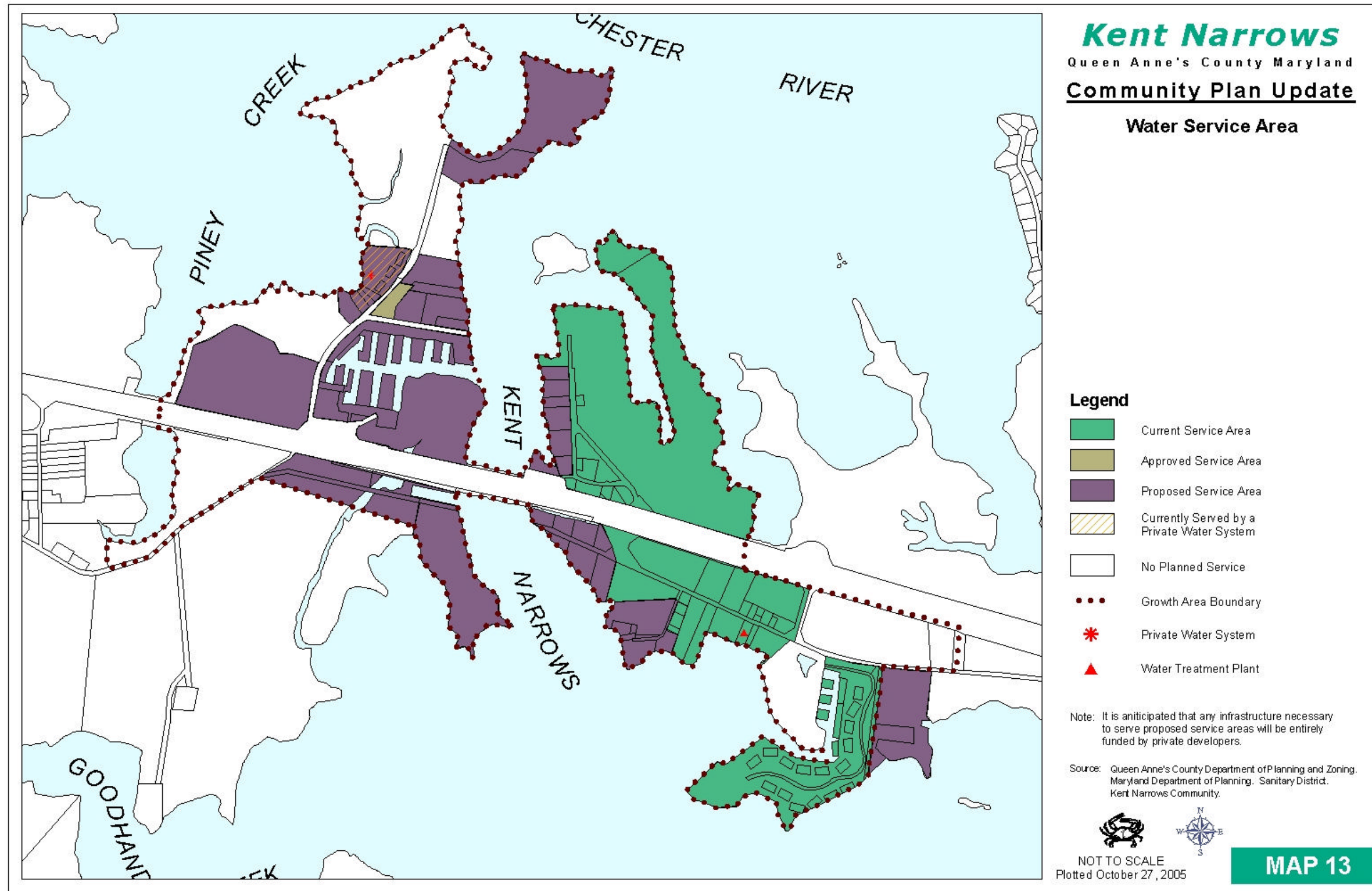


The treatment process in the water treatment plant (WTP) must be able to meet the maximum daily demand, which in this case is 236,166 gpd for the day of highest use for current connections (2003). Allowing for operation for only 20 hours per day and 4,200 gallon per day for backwash water, the existing Oyster Cove WTP can produce a maximum of 300,000 gallons in any day. Capacity is restricted by a groundwater appropriation permit of 88,000 gpd. The water service area provides water to approximately two-thirds of the properties on east side of Kent Narrows and none on the west side. Future plans for water service expansion include a water tower as funds allow. *Table 29: Water Needs*, projects water needs based on projected housing units and projected non-residential space as per build-out scenarios, and does not include current housing units or non-residential uses.

Table 29: Water Needs, is based on data from the build-out scenarios (refer to Table 22 and details in Appendix) where the estimate average allocation per dwelling unit is 250 gpd, and the average allocation for non-residential useage is 0.25 gpd per square foot. Due to lack of monitoring devices and on-lot systems, capacity needs for existing conditions have been calculated based upon averages provided by Queen Anne's County assuming that all development would be connected to the public water system. Provided that all units and non-residential space are connected to water services, an estimated 83,500 gpd will be needed for residential and 144,000 gpd for non-residential space or a total 227,500 gpd will be needed. To date, a total of 98,789 gpd of water is allocated to Kent Narrows, all of which services residential and commercial properties on the east side of the channel (62,500 gpd residential and 36, 289 gpd commercial). Based upon the above calculations (current and projected), there is a need for future expansion of facilities to meet water demands.

Sewer

The allocated sewage flow for Kent Narrows is 158,248 gpd, the actual flow per day is unknown as the flow is not connected to water useage and is not metered. Based on the projected demands for water there will be an increased demand for sewer capacity. If all future uses are to be serviced by water and sewer, then sewer capacity must, at a minimum, be capable of processing potential water capacity (demand). *Map 14: Sewer Service Area*, illustrates the current facilities in Kent Narrows.



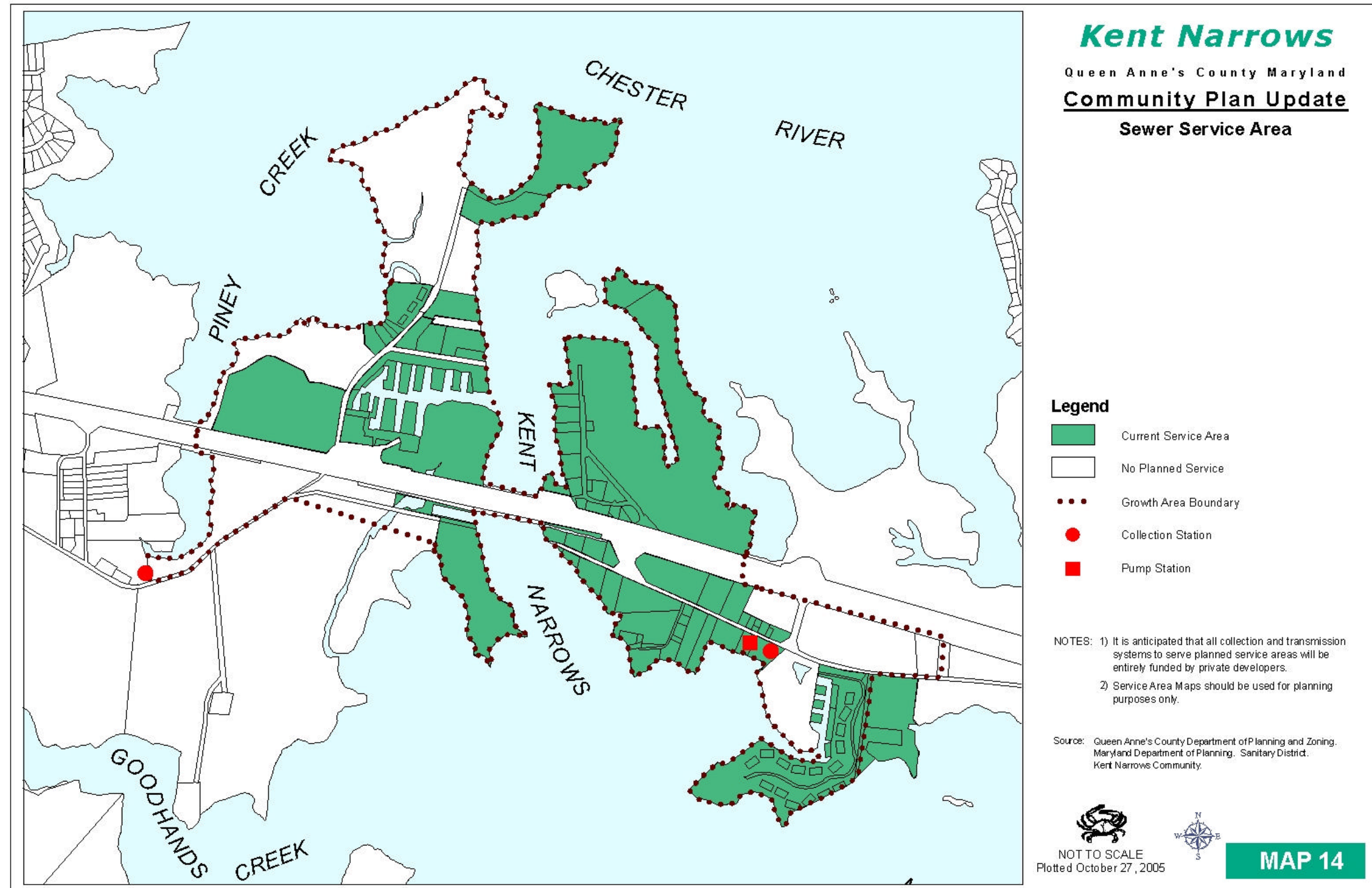




Table 30: Sewer Needs

| Description | Projected Housing Units (Column A) | Projected Sewer Needs per dwelling unit (250 gpd/unit in Column A) (Column B) | Projected Non-residential Space (Square Feet) (Column C) | Projected Non-residential Sewer Needs gpd (0.25 gpd / square foot) (Column D) | Projected Development Sewer Needs gpd (Sum of Columns B & D) (Column E) | Total Sewer Needs gpd (Current 135,468 Allocated Flow plus Projected Flow) (Column F) |
|---|---------------------------------------|---|--|---|---|---|
| Existing Conditions* Kent Narrows (2005) | 334 | 83,500 | 575,789 | 143,947 | 227,447** | 227,447** |
| Scenario 1: Residential Build-out Total | 348 | 87,040 | - | - | 87,040 | 222,508 |
| Scenario 1: Residential Build-out Total with Expansion of Growth Area | 379 | 94,840 | - | - | 94,840 | 230,308 |
| Scenario 2: Non-Residential Build-out Total With Bonus | - | - | 947,866 | 236,966 | 236,966 | 372,434 |
| Scenario 2: Non-Residential Build-out Total Without Bonus | - | - | 568,719 | 142,180 | 142,180 | 277,648 |
| Scenario 2: Non-Residential Build-out Total With Bonus & Expansion | - | - | 1,032,808 | 258,202 | 258,202 | 393,670 |
| Scenario 2: Non-Residential Build-out Total Without Bonus & Expansion | - | - | 619,685 | 154,921 | 154,921 | 290,389 |
| Scenario 3: Mixed-Use Build-out Total With Bonus | 355 | 88,862 | 379,146 | 94,787 | 183,649 | 322,117 |
| Scenario 3: Mixed-Use Build-out Total Without Bonus | 235 | 58,649 | 187,677 | 46,919 | 105,569 | 241,037 |
| Scenario 3: Mixed-Use Build-out Total With Bonus & Expansion | 387 | 96,826 | 413,123 | 103,281 | 200,106 | 335,574 |
| Scenario 3: Mixed-Use Build-out Total Without Bonus & Expansion | 256 | 63,905 | 204,496 | 51,124 | 115,029 | 250,497 |

*Existing Conditions include viable development such as current economically viable properties plus pending development reduced by 4 units and the non-residential space by approximately 200,000 square feet (i.e.; the outlets are no longer included) assuming redevelopment occurs. Existing conditions assumes that all existing development were connected to the public water system.

** Since the number of units and square footage of non-residential were changed, this number was calculated using the same method as each of the scenarios; the allocated flow for Kent Narrows is 135,468 gpd. Unit calculations and square footage calculations reflect amount for new units as derived from Table 22. (Projected subtract from existing conditions).

Explanation of calculations: Column B = Column A unit count multiplied by 250 gpd
 Column D = Column C sq. ft multiplied by 0.25 gpd
 Column E = Sum of Columns B & D
 Column F = Existing Conditions (135,468) added to Column E (projected)

Refer to the Queen Anne's county, 2005 Comprehensive Water and Sewerage Plan.



Table 30: Sewer Needs, is based on the projected number of housing units and projected square footage of non-residential space per build-out scenarios, and does not include current housing units or non-residential uses. The projection makes the following assumptions concerning sewer flow: the flow per dwelling unit equals 250 gallons per day (gpd); and, the flow for non-residential space equals 0.25 gallons per day per square foot (gpd/sqft). The non-residential flow value is the average of two recognized flows including Office at 0.09 gpd/sqft and Restaurant (sit-down) flow of 0.375 gpd/sqft.

Consideration for marina flows was not included in projections; however, the County has allocated an average daily flow of 15 gpd per commercial slip and 5 gpd per non-commercial slip. According to the marina summary there are approximately 1,438 slips (*1,276 commercial slips and 162 non-commercial/community slips*); therefore, average daily flow or daily useage for marina operations is estimated at 19,950 gpd.

Build-out Population Projections

Using existing data and data as projected for each of the build-out scenarios it is possible to project total housing units, commercial spaces and non-residential space to support population projections for each of the build-out scenarios. *Table 31: Projections Based on Scenarios*, provides the results of the projections. The projections were made based upon the build-out scenarios of undeveloped and underutilized land in the Growth Area and a build-out scenario for the proposed Growth Area expansion. An average 1.5 persons per unit was used to generate population projections. Parking space projections were generated by presuming two parking spaces for every residential unit and one parking space per every 300 square feet of non-residential space. A complete description of the methodology is available in the Appendix.



Table 31: Projections Based on Scenarios

| Development / Alteration | Projected Total Housing Units | Projected Total Commercial Parking Spaces | Projected Total Population | Projected Total Non-residential Space (Square Feet) |
|---|-------------------------------|---|----------------------------|---|
| Existing Conditions* Kent Narrows Growth Area (2005) | 338 | 3,556 | 508 | 785,250 |
| <i>Existing Viable Development*</i> | 334 | 2,540 | 502 | 575,789 |
| Scenario 1: Residential Build-out Total | 682 | 3,236 | 1,024 | 575,789 |
| Scenario 1: Residential Build-out Total with Expansion of Growth Area | 713 | 3,299 | 1,071 | 575,789 |
| Scenario 2: Non-Residential Build-out Total With Bonus | 334 | 5,700 | 502 | 1,523,655 |
| Scenario 2: Non-Residential Build-out Total Without Bonus | 334 | 4,436 | 502 | 1,144,508 |
| Scenario 2: Non-Residential Build-out Total With Bonus & Expansion | 334 | 2,823 | 502 | 660,731 |
| Scenario 2: Non-Residential Build-out Total Without Bonus & Expansion | 334 | 2,717 | 502 | 626,754 |
| Scenario 3: Mixed-Use Build-out Total With Bonus | 689 | 4,515 | 1,035 | 954,935 |
| Scenario 3: Mixed-Use Build-out Total Without Bonus | 569 | 3,635 | 853 | 763,466 |
| Scenario 3: Mixed-Use Build-out Total With Bonus & Expansion | 721 | 4,692 | 1,082 | 988,912 |
| Scenario 3: Mixed-Use Build-out Total Without Bonus & Expansion | 590 | 3,733 | 885 | 780,285 |

*Existing Conditions include viable development such as current economically viable properties plus pending development reduced by 4 units and the non-residential space by approximately 200,000 square feet (i.e.; the outlets are no longer included) assuming redevelopment occurs. Existing conditions assumes that all existing development were connected to the public water system.

According to Table 31, the population projection for Kent Narrows, based on land available for development, ranges from 502 people (no growth) to 1,082 people (Scenario 3: Mixed Use Build-out with Bonus and Expansion).



Summary of Identified Needs

In order to realize the shared community vision of establishing Kent Narrows as a year-round destination place for visitors and local residents along with preserving the watermen's heritage, future development of Kent Narrows must focus on fostering the appropriate mix of land uses supported by the appropriate timing of infrastructure improvements to support destination development activities. The build-out analysis measured impacts on community issues such as parking, revenues and infrastructure to provide an indication of an optimum development scenario for Kent Narrows. The optimum development scenario to achieve the future vision is a mixed-use development scenario with an emphasis on commercial development mixed with residential development. This development scenario is further defined by a summary listing of needs by planning topic. The identified needs provide the basis for development of recommendations and implementation strategies.

Land Use Needs

- Development that is consistent with the character of waterfront development and destination land uses.
- Preservation and enhancement of the natural environment to support eco-tourism activities and to preserve or enhance views and vistas and to maintain access to water on all quadrants.
- Emphasis on non-residential development that contributes to creation and sustainability of a year-round destination.
- Development or redevelopment of opportunity sites to create a year-round destination.
- Redevelopment of under-utilized sites.
- Removal of dilapidated structures.
- Relocation of boat storage to lands of lesser value to further enhance the waterfront community as a year-round destination place.
- Consideration to include the Lippincott Marina site as part of the growth boundary.
- Preserve established setback, building footprint and amount of impervious coverage for redevelopment properties within designated Critical Areas.
- Clearer definition of the bonus provisions in the zoning regulations for the Waterfront Village Center (WVC) by all participants in the development process (*County staff, developers and Commissioners*).

Transportation Needs

- Improved pedestrian safety and lighting.
- Improved directional signage for motorists and pedestrians to attractions, facilities (*i.e., parking*) and the water.
- Solutions to address traffic congestion during peak times and special events.
- Expanded pedestrian access to provide linkages and connections to existing attractions, facilities (*i.e. parking*) and the water.
- Alternate modes of transportation providing connections to key locations within the region.
- Assess parking needs for the current and future development.

Public Infrastructure and Facility Needs

- Additional water and sewer capacity to meet current and future user needs.
- Adequate public and private parking facilities appropriately located to support current and future development parking requirements and needs.



Design, Aesthetics and Beautification Needs

- Improved property maintenance.
- Public and private development that preserves and enhances the natural environment while contributing to the character of a waterfront community.
- Additional landscaping on public and private property.
- Reduction of sign clutter while improving directional signage for motorist and pedestrians.
- Streetscape improvements including traffic calming techniques, sidewalks, lighting, street trees, signage and pedestrian crossings.
- Signage that announces Kent Narrows as a destination place.
- Maintain views, vistas and water access.
- Building and site design requirements and guidelines that enhance the waterfront character establishing Kent Narrows as a unique destination place.

Economic Development Needs

- Community development that augments or contributes to development of a year-round destination, such as museums and educational exhibits, offices, conference facilities and businesses attracting *niche markets*.
- Coordination between waterway activities and community events.



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CHAPTER 4: PLANNING RECOMMENDATIONS

This chapter outlines the major plan concepts and recommendations based upon planning issues, concerns, opportunities and needs identified in *Chapter 3: Community Planning Issues*. Understanding that this is a long range plan, many of the recommendations contained in this Chapter will require more detailed study and may take many years to implement, as funding and priorities warrant. Implementation of recommendations for physical improvements will ultimately be evaluated in the context of the County's long-range capital improvements programming and may require public/private partnerships with future development, and/or innovative finance mechanisms in order to be realized. The plan concepts and recommendations are further described below as well as depicted in the concept plan, future land use map and future circulation map contained in this section. *Map 15: Future Land Use Concept*, illustrates future plan concepts. *Map 16: Future Land Use Map*, illustrates future land use patterns. *Map 12: Future Parking & Boat Storage Facilities*, illustrates future parking and storage facilities associated with the future land use plan and *Map 17: Future Circulation Plan*, illustrates a circulation plan that supports both the concept and plan for future development patterns.

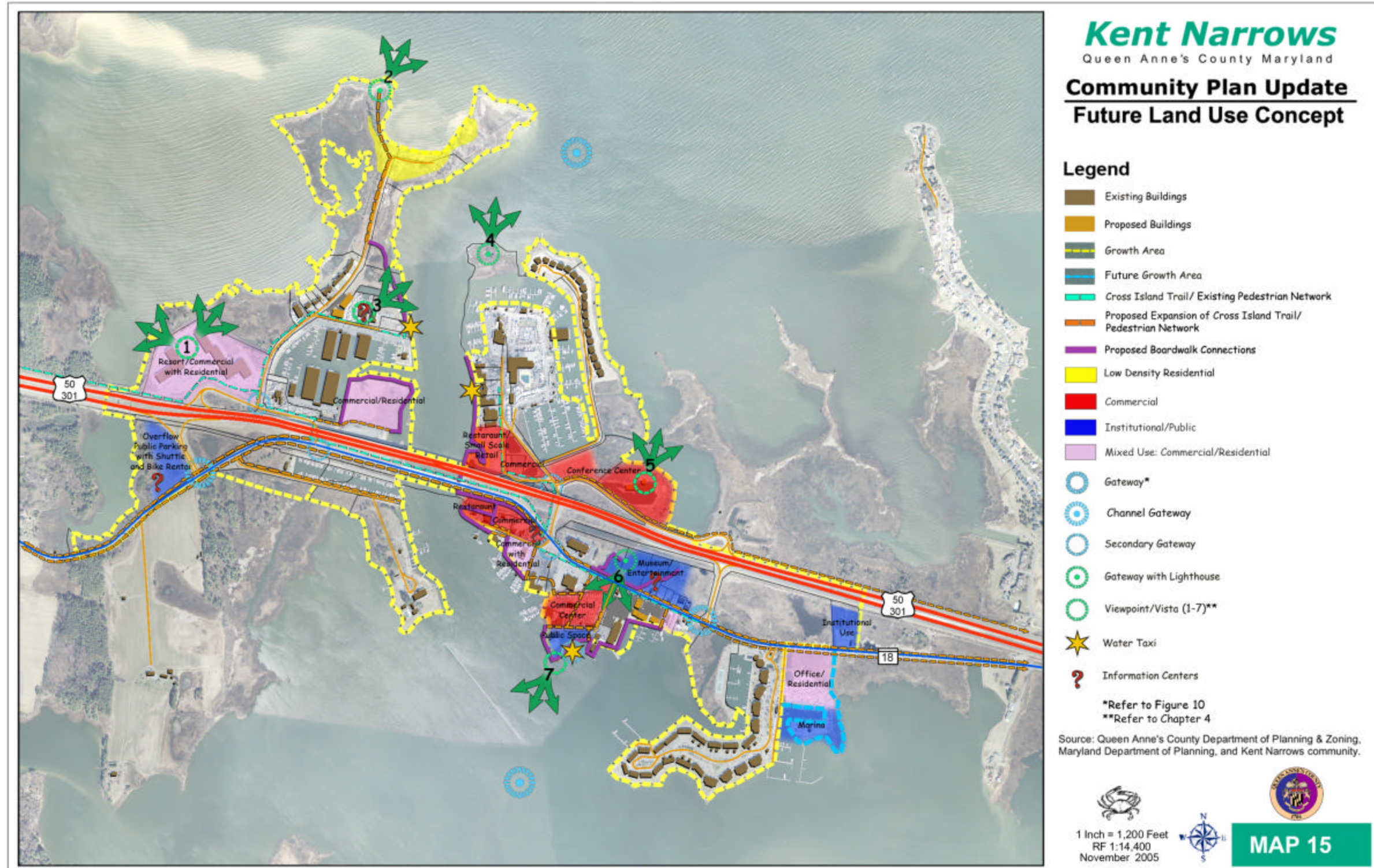
Plan Concepts

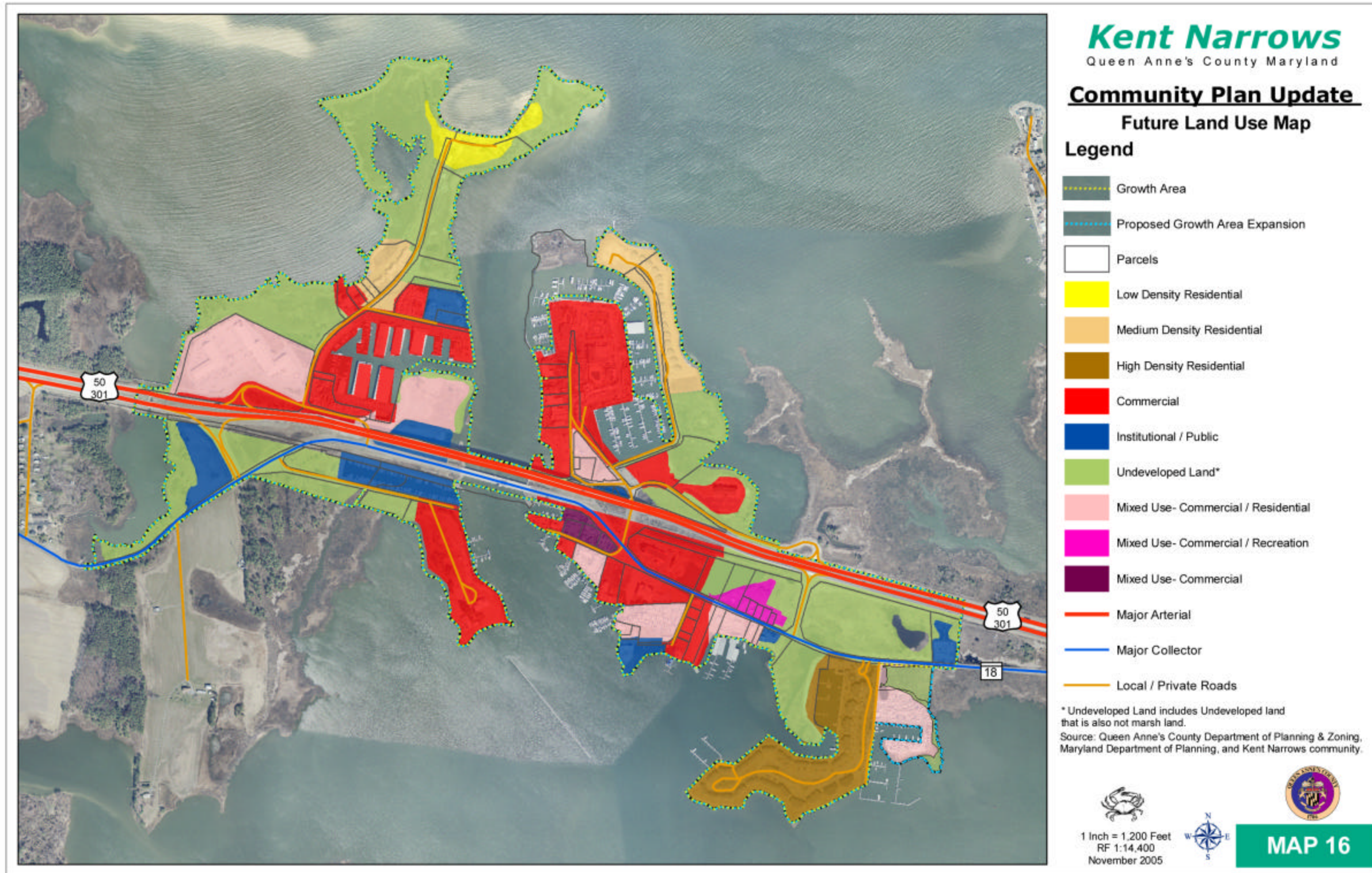
The following planning concepts describe how future development of Kent Narrows must support the future plan concept and vision to establish Kent Narrows as a year-round destination for visitors and local residents while highlighting the heritage of the traditional working waterfront character.

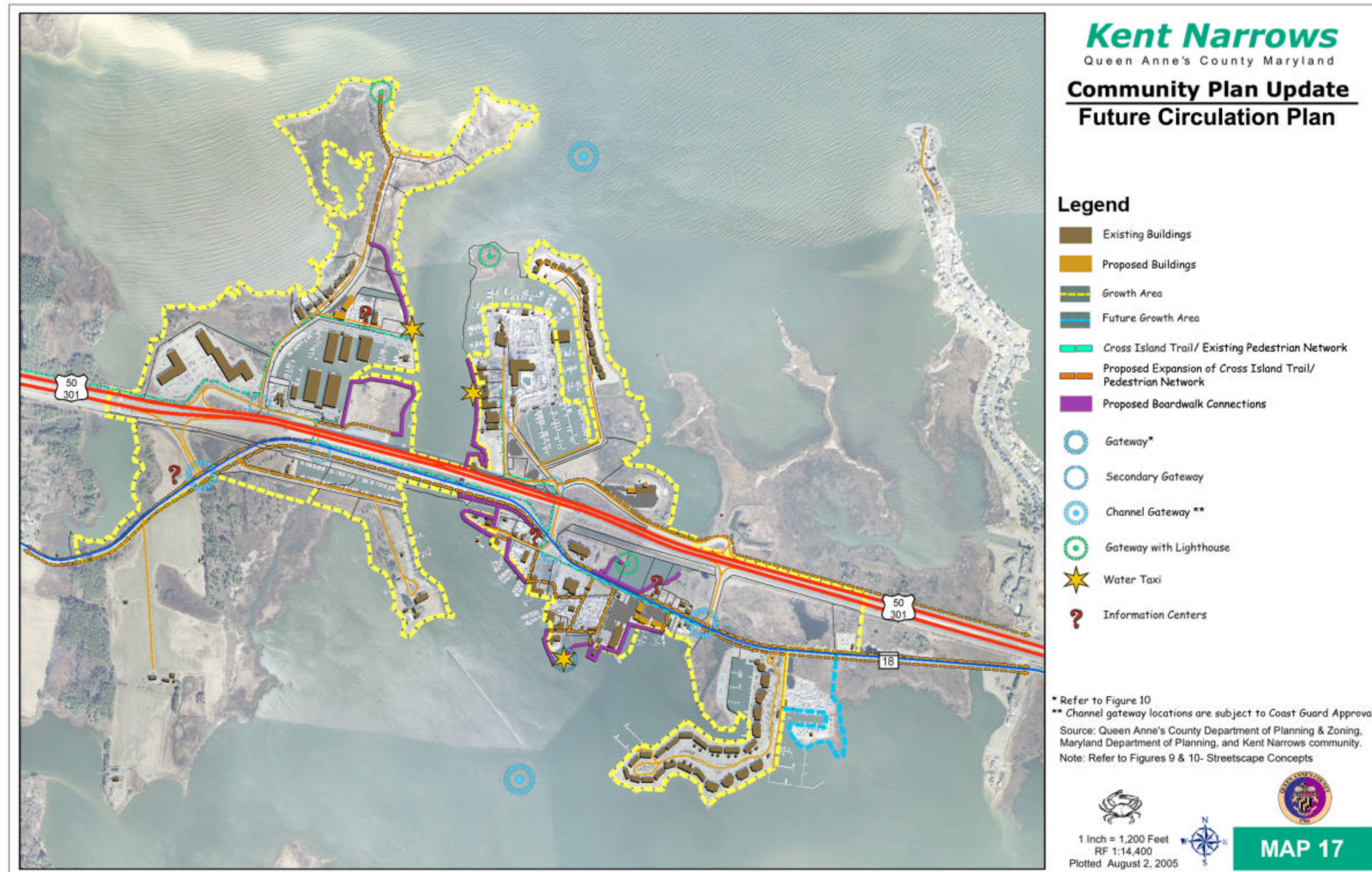
- ❶ **Waterfront Development:** Opportunities for public open space at the waterfront on all four quadrants with mixed use commercial and residential development within the Growth Area. Preserve the waterfront landforms, vegetation, shoreline configuration and water features while preserving, creating or enhancing viewscales of the water and accessibility to the waterfront. Create a unique year-round destination through use of quality design and established community character (appearance, aesthetics and amenities). Provide recreational and tourism opportunities.
- ❷ **Commercial Development/Redevelopment:** Infill development and redevelopment of opportunity sites with mixed commercial space with upper level residential development along with an emphasis on moderate repairs and other improvements to existing commercial structures in accordance with design standards. Redevelop under-utilized commercial properties including vacant commercial space and boat storage space.
- ❸ **Residential Development:** In order to best preserve the waterfront character, all new residential development should be part of a mixed commercial development proposal.
- ❹ **Open Space Development and Creating Connections:** Preserve natural and scenic areas as open space and preserve viewscales. Establish public open spaces and enhance existing public open spaces with connections to commercial development along the waterfront through the use of sidewalks, walkways, paths and boardwalks.
- ❺ **Geo-Tourism:** Continue preservation of waterfront heritage, natural and scenic resources enhanced by educational exhibits that sustain or enhance the geographic character of the environment, culture, aesthetics, heritage and the well-being of residents contributing to creating and sustaining a year-round destination



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- ⑥ **Gateways:** Establish Kent Narrows as a gateway community to the Chesapeake Bay. Establish gateways to Kent Narrows for motorized and non-motorized modes of travel on both land and water. Gateways may include signage, plantings, structures and amenities at entranceways to Kent Narrows.
 - ⑦ **Capital Improvements Program (CIP):** Initiating a capital improvements program specific to Kent Narrows will provide the framework for identifying and funding projects over time to help fulfill the vision of this plan.
 - ⑧ **Circulation:** Provide safe and efficient means of transportation for all modes of travel to access Kent Narrows as a point of destination and to travel within Kent Narrows by means of land and water.
 - ⑨ **Growth Area Expansion:** Expand the Growth Area to include Lippincot Marina and vacant land between Lippincot Marina and MD 18.
 - ⑩ **Employment/ Workforce:** Of the top twenty major employers offering products and services in Queen Anne's County, four are located in Kent Narrows; three of which are restaurants and the fourth is a seafood processing center. Provisions for reasonably priced housing opportunities for this service industry labor force (restaurants, specialty retail, hotels, and conference center) in close proximity to the Kent Narrows is necessary to assure that Kent Narrows continues as a prime location for employment and as a year round destination for tourism and visitors. This will require that the County Commissioners, Planning and Zoning Commission and development community work collaboratively to identify opportunities within sensible proximity to the Kent Narrows and at densities such that the free market will provide such type of workforce housing.









Recommendations

The following recommendations provide projects, programs, policies or strategies to address preservation, conservation and enhancement of community assets, as well as to address issues, concerns, opportunities and needs identified in *Chapter 3: Community Planning Issues*. The recommendations are organized by key planning elements such as: land use; transportation; design, aesthetics and beautification; public infrastructure and facilities; organization; and economic development.

Land Use

Land Use Regulations

- Encourage all new development to incorporate 2 or more uses (*including residential and non-residential*) within a single development.
- Connect all new development and redevelopment to the public water and sewer systems whenever possible.
- Review, analyze and amend the zoning regulations for the Waterfront Village Center (WVC) District to be consistent with this plan (*i.e. permitted uses, parking for seasonal uses, clarify bonus provisions, building/structure placement to preserve vistas, viewscapes and viewsheds and other regulations*).
 - Clarify and establish well defined regulations for implementation of bonus provisions.
 - Maintain existing height standards.
 - Evaluate existing floor area ratio standards.
- Work collaboratively with the State Critical Area Commission to inventory existing building footprints and impervious coverage to establish setbacks, floor area and impervious coverage for future redevelopment activity, while allowing immediate removal of dilapidated and fire damaged structures to improve the character of the community.
- Work collaboratively with adjacent property owners to comprehensively develop a Master Plan for the Well's Cove area to effectively utilize and access the prime waterfront property for public access and use.
- Target properties with waterfront access for waterfront, open space and geo-tourism development opportunities including public park/open space with access to water activities, museums and educational exhibits (*tourism attractions*) and mixed commercial uses with publicly accessible boardwalks and/or pathways.
 - Encourage public parking and private/patron parking (*parking lots and structures*) to be located on inland lots or on interior/inland portions of lots with waterfront access.
- Consider expansion of the Growth Area boundary to include the Lippincot Marina site as part of this plan update.

Public Safety

- Signage of dangerous areas where land meets the water's edge to restrict access for uses including walking, fishing, swimming and crabbing.
- Assess infrastructure to meet needs during emergency situations.
- Coordination between State, County and Local emergency service providers to adequately prepare for local impacts from natural disasters.
 - Develop a plan to secure the area and relocate people and personal property including boats.
 - Regulate new development and redevelopment to comply with flood plain regulations.



Transportation

Bicycle & Pedestrian Safety and Connections

- Develop streetscape, boardwalk and trail connections to enable the movement within and between the quadrants.
- Provide pedestrian scale lighting, plantings, signage and other amenities.
- Further develop regional connections by expansion of the Cross Island Trail to provide connections to Chester, south of US 50, along MD 18.
- Promote safe travel behavior through the use of appropriate signage and by providing share-the-road information.
- Provide printed information with advice on travel routes, parking facilities and potential congestion/conflict areas.
- Provide physical separation of the Cross Island Trail on the Old Kent Narrows bridge and along MD 18 east of the bridge.

Water Access & Safety

- Provide water taxi service.
- Identify appropriate water gateways through a coordinated effort with the Coast Guard and other agencies.
- Improve traffic safety by extending the 6 mph markers to the first day marker at the South end of the Narrows.
- Explore the possibility of public water access at the Exploration Center through the canal on the adjacent property.

Controlling Access

- Consolidate the access points of businesses making them safer and more aesthetically pleasing.

Traffic Congestion

- Identify traffic congestion solutions based upon a study of both existing and forecasted conditions in conjunction with the location of existing and proposed parking facilities.

Traffic Calming Techniques

- Reduce traffic speeds through enforcement.
- Improve signage and roadway conditions.
- Reduce traffic speeds by making roadway improvements.
- Use alternative pavement material for shoulders to narrow the perceived width of the roadway.
- Use alternative paving material for crosswalks, parking areas and high-pedestrian use areas.
- Enhance MD 18 with improvements such as tree plantings, sidewalks and streetscape improvements and physical separation of the Cross Island Trail to improve safety, enhance local character and create visual interest for drivers.

Traffic Management during Special Events

- Use temporary signs and delineation of temporary parking areas, and employ traffic control personnel during special events to improve safety and traffic operations while maximizing parking availability.



- Use road closures and announcements of road closures for special events, advanced planning and advanced notice to adequately manage traffic.
- Provide shuttle service from parking facilities to events and attractions.

Public Transportation System

- Assess feasibility of public transportation service (*seasonal or year-round shuttle/trolley*) to connect Kent Narrows with town centers and other key locations within the region.
 - Public transportation service characteristics should consider: per day fee for shuttle/trolley service; employee incentives to ride shuttle/trolley to work; connections with parking lots outside of Kent Narrows; access to airport; fixed route and on-call service; and private/public sponsorship.
 - Research other systems from regions of similar conditions, attractions and need.

Design, Aesthetics and Beautification

Design, aesthetics and beautification of Kent Narrows can be addressed through aspects such as waterfront village character, landscaping, signage and gateways, and streetscape and public space improvements.

Waterfront Village Character

- Identify design standards for buildings, building location, style, color and signs.
- Review and modify zoning regulations to promote development of a waterfront village with predominantly mixed use structures, along with regulations to promote appropriate building scale and density.
- Develop regulations, guidelines and incentives for on-lot aesthetics, infrastructure improvements and donation of public easements for waterfront boardwalks and other forms of public access to the waterfront.
- Incorporate design criteria into zoning regulations from this plan where appropriate from the 1992 Kent Narrows Waterfront Village Center Development Handbook. (*Note, the 1992 Handbook will be replaced with new zoning regulations.*)

Landscaping

- Use landscaping and decorative plantings at gateways around the base of welcome signs and at major intersections to help signal to travelers that they have either entered or arrived at a destination place.
- Use street trees planted continuously along the roadway approaching Kent Narrows to reinforce the sense of arrival at a destination.
- Landscape existing parking lots along the roadway to create a uniformed streetscape and reinforce characteristics of this destination.

Signage and Gateways

- Improve signage along US 50/301 to include attraction signage (*coordination with Maryland State Highway Administration*).
- Improve and simplify existing gateway signage at US 50/301 exits 41 and 42.
- Simplify and reduce amount of sign clutter along MD 18 and at other key locations to clearly identify amenities by quadrant through the development of a signage system consisting of directional, attraction and public parking signage.
- Provide information kiosks that include maps and information about various attractions and services for pedestrians.



- Utilize the signage for the Chesapeake Country National Scenic Byway communities to establish gateway signage for Kent Narrows.
- Establish appropriate water gateways through a coordinated effort with the Coast Guard and other agencies.

Streetscape and Public Space Improvements

- Identify design standards for street lighting, bollards, benches, trash receptacles, information kiosks and other amenities.
- Identify landscaping standards.
- Make improvements to existing public lands that provide water access.

Public Infrastructure & Facilities

Water Facilities

- Conduct a joint public and private water study to determine system needs on public and private property and to what extent the needs are translated into capital improvements.
 - Study will focus on needs such as storage, pressure, aquifer capacity, system integration and conveyance system (*water lines*).
 - Identify needs that can be met by expanding the water facilities by making connections to other County facilities to expand distribution system within the entire Growth Area to meet current and future needs.
 - Identify needs that can only be met by new facilities such as a water tower.
 - Conduct feasibility study to site water storage facilities, determine facility type and impacts on the community such as cost, aesthetics, viewscales and other impacts.
 - Work with citizens and KNDF to address design issues to ensure integration of a water tower with overall character of the community and with gateway amenities.
- Upgrade/replace distribution systems on private properties to ensure adequate distribution.
- Eliminate on-lot wells for potable use whenever possible.
- Encourage use of on-lot wells for non-potable uses such as watering of plants, boat washing and other similar activities.

Sanitary Sewer Facilities

- Maintain system capacity and treatment capabilities.
- Expand capacity as needed for mixed use and commercial development.

Stormwater Management Facilities

- Clearly identify Critical Area and other state requirements that impact private and public community development plans.

Public Parking

- Enforce parking requirements.
- Use wayfinding signage to direct visitors to public parking.
- Provide information kiosks at key locations in public spaces and public parking lots that include maps and information about various attractions and services.
- Provide adequate lighting for safety.
- Provide clearly marked pedestrian connections from parking lots to other locations.
- Promote shared parking arrangements and agreements.
 - Utilize a valet parking service to best utilize existing public and private parking facilities.



- Enhance the trail system with additional parking lots at key locations.
- Conduct parking analysis to include capacity analysis and feasibility assessment for new facilities.
 - Conduct a parking capacity analysis of existing and future parking needs.
 - Review parking standards based upon needs in Kent Narrows with the 25% reduction to parking requirements provided off-site somewhere in Kent Narrows.
 - Conduct a feasibility study (*including a cost/benefit analysis*) to identify key locations for the development of public parking through private/public partnerships to meet current and future needs.
 - Target the location of public parking facilities (*lots and structures*) to inland lots and lots on the edge of the Growth Area that will help reduce traffic congestion.
 - Establish satellite parking areas with shuttle service for employees.
 - Provide adequate parking for boat trailers.
 - Provide on-street parking at appropriate locations.
 - Assess feasibility of a parking structure under the bridge.

Capital Improvements Program

- Develop a capital improvements program specific to Kent Narrows to identify the use of impact fees, special taxes and other sources of revenue for public improvements.
 - Include programming for sewer, water, streets and streetscapes, parks and other public lands, public parking and similar capital expenditures.
 - Encourage the County lease of excess public parking areas to generate revenue to fund future public parking facilities (*lots and structures*).

Note: A Capital Improvements Program is a six (6) year program to identify improvement projects which may result in a major expenditure of public funds for infrastructure such as sewers, streets, parks and similar public facilities.

Economic Development (*includes tourism*)

- Create a destination place by promoting small-scale businesses and/or landscaped areas to break up the continuous paved surfaces between the travel lane shoulders and parking lots of the existing establishments.
- Use special tax district funds for public improvements such as extension of the Cross Island Trail eastward along Route 18, wayfinding signage, streetscape improvements, additional public parking, public space improvements, off-road pedestrian connections and boardwalks.
- Pursue the development of small businesses in *niche markets* to meet the needs of year-round residents, slip holders and visitors/tourists.
- Develop promotional strategies specific to Kent Narrows.
- Pursue the development and redevelopment of opportunity sites with uses that expand tourism attractions that build upon the concept of geo-tourism: geography, heritage, natural environment and culture of Kent Narrows. Development and redevelopment opportunities include:
 - Convention center and resort development
 - Mixed-use commercial center
 - Museum/entertainment center
 - Initiate feasibility study to establish a Watermen's Heritage Museum consisting of indoor and outdoor exhibits and activities.
 - Restaurant and small scale commercial development along waterfront



- Office mixed with residential development
- Public parking with small-scale commercial development
- Public parking with shuttle and bike rental

Organizational Structure and Leadership

- Improve the organizational structure tasked to attract, manage and sustain economic development within Kent Narrows.
 - Continue to strengthen the leadership of the KNDF and involvement in implementation of the plan.
 - Continue dedication of County staff to support future development, infrastructure improvements and event organization in Kent Narrows and to act as a liaison to the business community providing an array of technical assistance. Such assistance should include facilitation of technical aspects of community development, grants writing/administration and public/private partnership development to support plan implementation.
 - Consider creating a full-time position to staff a Kent Narrows Manager with an emphasis on programming, promotion and coordination of activities and year-round events, foster public/private partnership development and manage facility improvements in Kent Narrows.
 - Establish direct contact with the County Commissioners and all Department Directors, senior staff and KNDF Board.
 - Coordinate with State and Federal agencies.

Watermen's Heritage Museum

Consideration should be given to the establishment of a Watermen's Heritage Museum to promote local and regional heritage as part of the geo-tourism and economic implementation concepts of this plan. This experience would provide visitors with a unique Chesapeake Bay experience bridging the past with the present and education with recreation with an emphasis on Kent Narrows' importance within the region. The museum would include indoor and outdoor exhibits along with a tour of various facilities as well as continuation of interpretive signage. The Museum would incorporate existing exhibits and operations such as the interpretive signage along the Cross Island Trail, the Exploration Center, the Watermen's Marina exhibit and current day seafood harvesting operations along with new indoor and outdoor exhibits including waterfowl observation areas, observation towers to view the Bay, vessel exhibits, boating activities/classes and a museum with interactive educational and recreational displays, exhibits and amusements. The Watermen's Heritage Museum would be organized as a non-profit organization dedicated to furthering an understanding of the culture, history, science and activities of the Chesapeake Bay of the past and present. A feasibility study should be undertaken in collaboration with various planning and implementation partners to determine a mission and vision statement, various elements, building and tour design, location, cost and funding mechanisms for a project of this nature.



Waterfront Village Design and Architectural Guidelines

All new development and redevelopment in the WVC District should make a practical and good faith effort to comply with the following design guidelines. The Planning Director and/or Planning Commission shall consider these guidelines and the applicable design objectives of the Kent Narrows Community Plan when reviewing and approving development and redevelopment within the WVC District. The purpose of these architectural guidelines is to build consistency while allowing flexibility for unique design opportunities. Concepts depicting a few examples of desired types and combinations of architectural features, materials and colors are contained in this section. These concepts depicted in *Figure 9: Architectural Design Concepts* should not to be replicated exactly as depicted, instead these illustrated concepts provide a visual impression when addressing architectural design elements for new structures and existing structures scheduled for rehabilitation.

Boardwalks: Boardwalks as indicated in the circulation plan, wherever possible, shall be located at the shoreline along all publicly owned land and are strongly encouraged along privately owned land via dedication of a public easement by the property owner. The following design standards shall apply:

- The minimum width at any location along the boardwalk shall be 12 feet.
- Top of deck shall match the existing adjacent grade elevation.
- The boardwalk shall be handicapped accessible.
- In situations where any part of the boardwalk is laid directly on grade, the surface below the construction shall be treated to prevent the growth of vegetation.
- The boardwalk shall be adequately illuminated.
- Lighting fixtures, benches, trash receptacles, bike racks or any other site appurtenances that are part of the boardwalk shall be similar in style and design as shown in the figures contained in this section.
- Boardwalk design and construction materials are subject to review and approval by the County.

Landscaping: Parking areas and sidewalk areas should be improved with landscaping to enhance aesthetic appearance. Attractive landscape transition to adjoining properties should be provided and existing mature landscaping/trees on sites should be preserved. Landscape and screening treatments between potentially incompatible uses should be added where necessary to lessen any negative impacts. Landscaping shall not be used to block waterfront views or vistas. Street trees should be planted to help enclose and shade the street and pedestrian ways. Emphasis should be placed on native vegetation, and shrubbery requiring high maintenance should be avoided. Seasonal flowering plants should be encouraged for accent areas. Low maintenance ground cover is encouraged instead of planting grass. Evergreen plantings should be considered for use as screening instead of fencing or walls.

Streetscapes: Streetscape improvements should be provided when sites are developed or redeveloped. Streetscape designs including lighting fixtures, benches, trash receptacles, bollards, bike racks, street trees and/or any other site amenities shall be in keeping with the working waterfront design theme. Examples of acceptable styles and designs of streetscape elements are depicted in this section.



Public Trail System and Sidewalks: Public trails and/or sidewalks should be provided when sites are developed or redeveloped. Sidewalks linking structures to other sidewalks and trail systems should be provided where practical. All public trail systems and sidewalks shall be ADA compliant and adequately illuminated. Sidewalks are recommended at a minimum of five (5) feet in width.

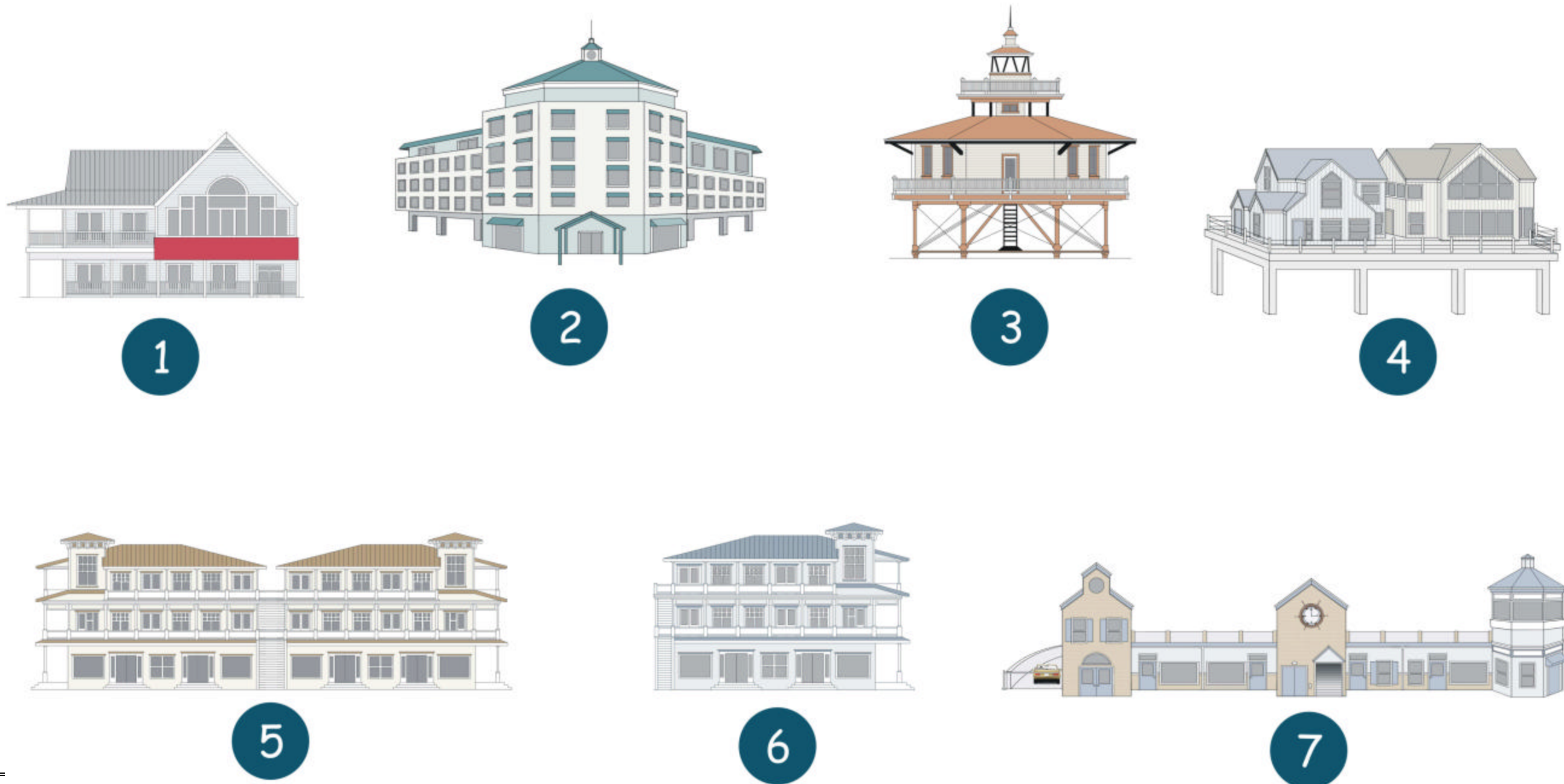
Exterior Lighting: Exterior lighting should be of a design and size compatible with buildings and adjacent uses. Lighting should be restrained in design, and excessive brightness or glare should be avoided. Lighting for pedestrian areas, streetscapes, sidewalks, boardwalks and public trails/walkways should be aesthetically pleasing and adequate for public safety, as well as keeping with the working waterfront design theme.

Building Design Characteristics: New construction, redevelopment and rehabilitation of existing structures should be designed and built to blend with existing structures in Kent Narrows, encouraging innovative and creative solutions in terms of formal characteristics such as shape, height, massing, roof shapes and door and window proportions. All architectural renderings and construction materials will be subject to review by the KNDF, which shall forward a recommendation to the Department of Planning and Zoning or to the Planning Commission. The following guidelines are based on these existing conditions:

- Generally, a two-tone color scheme is recommended. A base color should be chosen for the façade surface in an earth tone such as a brown, grey, ocher, mustard, blue/grey, or off-white and some shade of green. The second color used for trim and decorative elements should be warm and neutral. Bright colors should be used in limited amounts for accent only. The number of colors on a single structure should be limited.
- The predominant roof form of Kent Narrows is sloped, not flat. It is highly recommended that where possible, the use of sloped roof be incorporated into building form. Mechanical equipment must be completely hidden under the eaves on sloped roof buildings.
- All mechanical equipment on a flat roof must be screened from view of adjacent roads and structures with a parapet or other screening device which is an integral part of the screening building design.
- Service areas must be screened from view of adjacent roads and structures.
- Signage should not block water views and vistas, distract pedestrian or vehicular traffic, nor detract from the desired character of the community. The design, color, and typeface should be consistent throughout the community. Signage should be sympathetic to building design and color scheme and located so it does not detract from the overall architectural integrity of the structure.
- Fencing should be treated as part of the overall building design in its material and color. Fences should be limited to screening service areas and mechanical equipment so as not to block possible water views and vistas. Where they are used for property definition, they should be designed to be as open as possible.
- Chain link fencing is appropriate in some situations due to the nature of some businesses in the Kent Narrows where security is an issue. The use of these fences shall be limited and examined on a case by case basis.

Kent Narrows Community Plan

Figure 9: Architectural Design Concepts





Site Design Criteria for Buildings and Public Space: The following general requirements should be taken into consideration when designing buildings and preparing site plans.

- Wherever possible, retail, outdoor restaurants, public plaza areas, or some other type of activity space should be planned adjacent to the public boardwalk to enhance pedestrian movement. “Dead” activity areas should be avoided at all costs.
- Wherever possible, arcades or covered areas should be planned along the boardwalk to provide protection from the weather.
- Buildings and structures with waterfront access, views or vistas should be oriented toward the water with building and structure design to be double-fronted (one facing the water and the other facing the adjacent street). Buildings should be appropriately scaled and harmonious with neighboring development.
- Site plans should be designed to provide some amount of view toward the water from the street. Extensive vistas are not required, but the feeling of waterfront should be present from the street.
- The site design should make diligent effort to protect the viewscales, viewsheds and vistas identified in this plan.
- Front setbacks on properties with waterfront access shall include a minimum 12 foot public easement along the waterfront for public access. Additional setback requirements are subject to requirements of the Queen Anne's County Code.
- Full façade treatment, foundation landscaping and lighting should be required on all building elevations that are visible from the public way and water.

Access: In order to minimize the number of vehicular access points on public roads in the Kent Narrows area for pedestrian and vehicular safety, and to promote adequate circulation by reducing congestion caused by turning movements, development requiring site plan or subdivision approval should comply with the following standards to the extent possible:

- All uses should be discouraged from taking more than one point of access. In instances where more than one access point is needed, the number should be minimized by combining access points for adjacent parcels.
- Uses having at least one hundred (100) feet of road frontage may have a single access per one hundred (100) feet of frontage. Access points should not be located within seventy-five (75) feet of each other measured from centerline of each access way.
- Parcels having less than one hundred (100) feet of road frontage will be encouraged to have a system of shared access points with linked parking areas for internal circulation.
- At intersections of access and public roads, an area of clear vision should be maintained at least one hundred (100) feet in approaching directions. All plant material within this area should be kept lower than three (3) feet.



Streetscape Element Design Concepts

This section depicts streetscape elements including benches, trash receptacles, bicycle racks, pedestrian scale lighting and bollards.

Wood Grain Samples

The following wood grain colors are provided for streetscape elements that are to be constructed out of wood.



Benches





Trash Receptacles



Bicycle Racks





Lighting



Bollards





Preservation and Enhancement of Viewscapes

A viewscape is all of the land and water seen from a point or along a series of points (e.g. a road, trail, built environment). Viewscape management includes describing, planning and designing the visual aspects of all components of the area such as land, water and architecture. Certain features, phenomena or structures can detract from the natural beauty or quality of the environment. Key viewpoints and vistas are identified on *Map 15: Future Land Use Concept*. These key viewpoints and vistas are locations where view of the water is crucial so that the Kent Narrows of today will be preserved and enhanced for future residents and visitors.

Continual attention must be given to sustain the natural beauty of Kent Narrows. Superior management of both the natural and built environments is crucial to continued attraction of visitors to this location. The beauty of the landscape and waterscape and the ability to view both is important. Therefore, as future development and redevelopment occurs, preservation and enhancement of viewscales must be considered.



The following is a description of each of the key viewpoints or vistas with respect to future development of Kent Narrows (refer to *Map 15: Future Land Use Concept* for viewpoint reference numbers).

- **Viewpoint #1 (Enhance):** As redevelopment of this site occurs, consideration should be given to building mass, scale and height in order to create a viewscape of the waterfront. At this location, it is important that the height of natural vegetation be considered with respect to building mass, scale and height to create the ability to view the water as well as maintain the ability to view the architecture from the water.
- **Viewpoint #2 (Enhance):** This site should be considered for improvement with an observation tower resembling a lighthouse architecturally, with access to view the water and other points visible from this location. Due to Coast Guard regulations, the structure may resemble a lighthouse, but cannot be illuminated or function as a lighthouse to guide watercraft.
- **Viewpoint #3 (Preserve):** The ability to view the waterfront from the Exploration Center is fantastic and should be preserved to offer the public a view of the waterfront and other points visible from this location. Future enhancements of this area with educational exhibits along the shoreline, canal and open space area should consider preservation of the viewscape. For example, large educational exhibits along the shoreline for extended periods may block views.



- **Viewpoint #4 (Enhance):** Provide a unique gateway for water travelers to Kent Narrows. This site may be accessed via boat. This site should be considered for improvement with a structure resembling a light house architecturally, with access to view the water and other points visible from this location. Due to Coast Guard regulations, the structure may resemble a lighthouse, but cannot be illuminated or function as a lighthouse to guide watercraft.
- **Viewpoint #5 (Enhance):** Further development of this site and adjacent site as a conference center should consider creating the ability to view the waterfront and other points visible from this location through building massing, scale and location in proximity to water and natural vegetation.
- **Viewpoint #6 (Enhance and Preserve):** There is an existing viewscape from the water body that should be enhanced with an observation tower designed as a lighthouse to be placed in the water with access via boardwalk. This observation tower should be constructed at a height to enable viewing of both the landscape and waterscape through the public right-of-way and through openings created by future development of lands on the south side of MD 18 and along the waterfront as well as to provide a means to view the wildlife habitats along the banks of the water body on this site.
- **Viewpoint #7 (Enhance and Preserve):** The ability for the public to view and access the water from Wells Cove is a tremendous asset to this waterfront community. Enhancement and preservation of this site as a unique gateway and public open space for water and land travelers is crucial. Further development of this site should provide for public access to the water and preserve views of the Bay. Development on adjacent site should be complementary of this public use and allow for continued public access and viewscape.



Site of Viewpoint #6



Signage and Gateways

Wayfinding and gateway designs should be consistent with the Chesapeake Country National Scenic Byway logo and gateway design. These gateway signs are proposed for two key locations in Kent Narrows at the intersections of MD 18 and US 50/301 exit ramps 41 and 42. The following is a sample of the sign designed for use by communities within the Chesapeake Country National Scenic Byway program. Designs for more localized wayfinding and directional signage should be developed complimentary to the following design.

The Kent Narrows CAC's recommendation is to provide the largest signage available that is appropriate for identified locations.

Figure 10: Gateway Signage



Note: Chesapeake Country National Scenic Byway logo and gateway design prepared by McCormick Taylor, Inc.



Streetscape Concepts

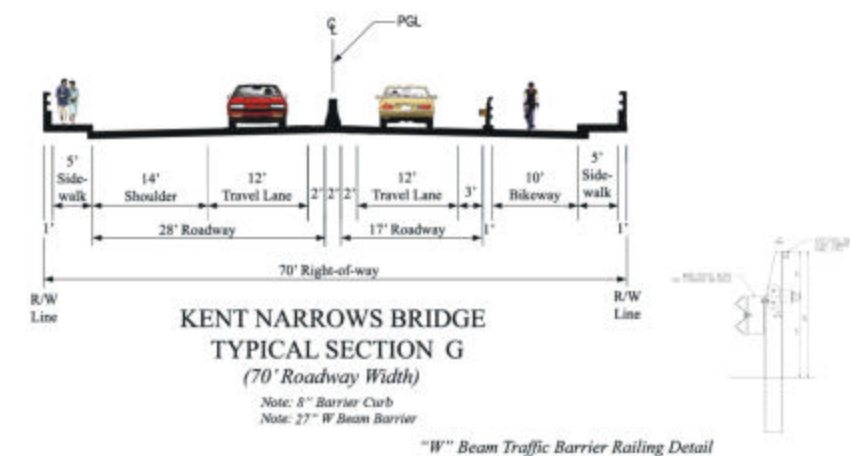
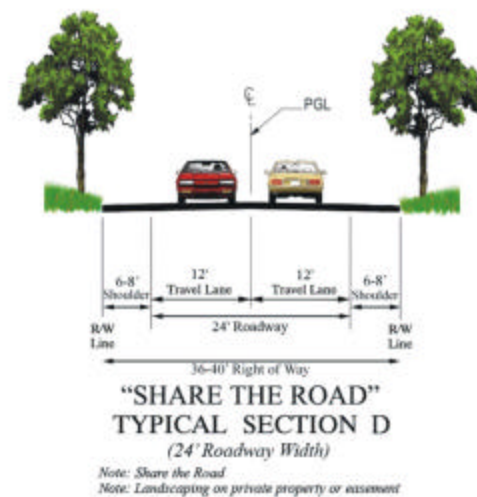
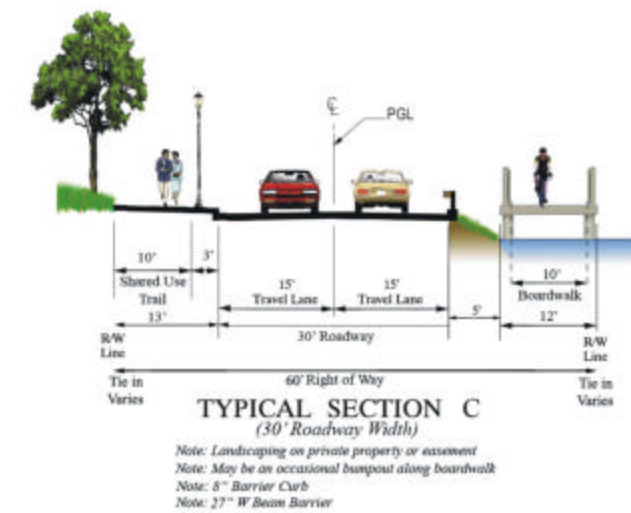
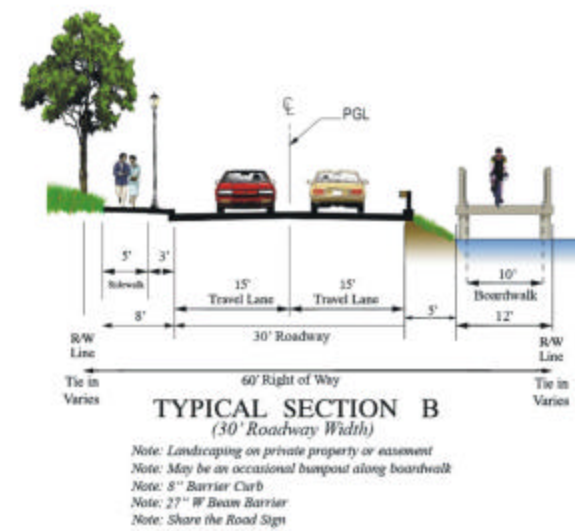
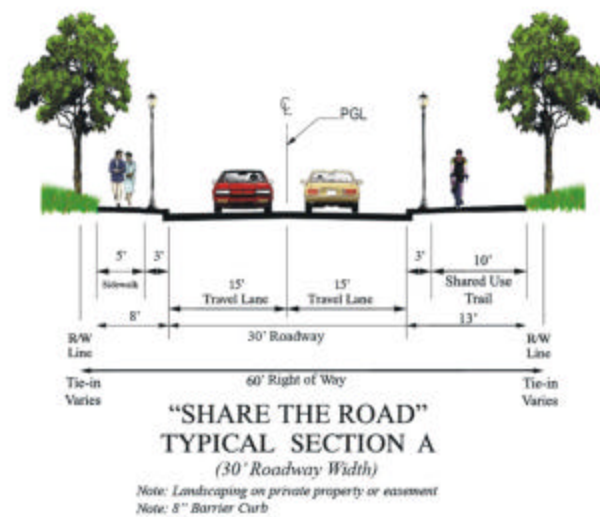
The purpose of this section is to depict general guidelines for streetscape improvements within Kent Narrows providing typical sections to be considered for various locations along MD 18 as depicted in *Figure 11: Streetscape Design Concept Locations*. The typical sections may be used and modified for local streets as desired and as future development occurs. Typical sections A through G depict streetscape concepts in *Figure 12: Streetscape Concepts*.

Figure 11: Streetscape Design Concept Locations



Kent Narrows Community Plan

Figure 12: Streetscape Concepts





CHAPTER 5: IMPLEMENTATION STRATEGIES

This Chapter provides detailed strategies to implement the various recommendations identified in *Chapter 4: Planning Recommendations*. The strategies identified for each recommendation identifies policies, programs, projects, implementation partnerships, funding sources and priorities that should be considered to successfully realize this plan over time. The implementation matrix contained in this section provides details pertaining to the plan's overall implementation strategy and specific details about individual strategies, projects, programs and services.

Priorities have been identified for each of the recommended strategies, projects, programs or services. A priority rating scale of 1-3 is used to identify various implementation priority levels. Short-term or more immediate actions to be conducted over years 1-5 are identified as a priority level 1; medium-term actions that may require considerable planning or preparation focusing on years 5-10 are identified as priority level 2; and, long-term actions that may require extensive planning, preparation and coordination and are development dependent extend over years 10-20 are identified as priority level 3. Several implementation strategies have received more than one priority level due to various phases of project development.



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| Kent Narrows Implementation Plan | | | | | | |
|----------------------------------|--|--|--|---|---|----------|
| Plan Concept | Plan Objectives | Plan Element & Recommendation(s) | Strategy, Project, Program or Service | Lead Agency & Implementation Partners | Funding Sources | Priority |
| Waterfront Development | <p>Establish Kent Narrows as a year-round destination by encouraging a mixture of uses that will attract visitors to the area. Such uses include, but are not limited to, specialty retail, restaurants, public seafood and farmers markets, hotels, conference center, and boatworks.</p> <p>•Facilitate economic development efforts that support new business start-ups in niche markets to support development of a year-round destination.</p> <p>•Allow flexibility in development standards in order to encourage innovation and creativity in development and redevelopment and to discourage underutilization of valuable parcels of land by creating a development review process and regulations that facilitate development and eliminates unnecessary procedures and expenses.</p> <p>•Discourage highway service oriented uses which are aimed at drawing travelers to the Narrows only for a brief period of time.</p> <p>•Ensure that all new development and redevelopment will have architectural design sensitive to the character of Kent Narrows through establishing architectural design standards.</p> | Land Use <ul style="list-style-type: none">•Encourage all new development to incorporate 2 or more uses (including residential and non-residential) within a single development.•Review, analyze and amend the zoning regulations for the WVC District to promote development of a waterfront village with predominantly mixed use structures, along with regulations to promote appropriate building scale and density.•Work collaboratively with the Critical Area Commission to inventory existing building footprints and impervious coverage to establish setback, floor area and impervious coverage for future redevelopment activity, while allowing immediate removal of dilapidated and fire damaged structures.•Consider expansion of the Growth Area boundary to include the Lippincott Marina site. | <ul style="list-style-type: none">•Amend County Code to permit appropriate waterfront land uses:<ol style="list-style-type: none">1) See strategies for commercial development and redevelopment (page 112 &113)2) Establish parking requirements for seasonal uses.3) Clarify and establish well defined regulations for implementation of bonus provisions.4) Incorporate design guidelines contained in this plan.•Work with Critical Area Commission to establish existing footprints to allow flexibility in preparing a site for redevelopment such as removal of dilapidated structures with no loss of setback and impervious area (Critical Area Regulations).•Amend Growth Area boundary to include the Lippincott Marina site. | Planning and Zoning Staff, Planning Commission, Department of Parks and Recreation, Department of Emergency Services, Developers and Property Owners, KNDF*, Critical Area Commission | General operating budget, Private Property Owner/Developer investment | 1 |
| | | Public Safety <ul style="list-style-type: none">•Assess infrastructure to meet needs during emergency situations.•Coordinate between State, County and Local emergency service providers to adequately prepare for local impacts from natural disasters. | <ul style="list-style-type: none">•Develop a plan to secure the area and relocate people and personal property including boats.•Regulate new development and redevelopment to comply with flood plain regulations. | | | |
| | | <ul style="list-style-type: none">•Connect all new development and redevelopment to the public water and sewer systems whenever possible. | <ul style="list-style-type: none">•Amend County Master Water and Sewer Plan to recommend connection to public water and sewer systems. | | | |
| | | Design, Aesthetics and Beautification <ul style="list-style-type: none">•Identify design standards for buildings, building location, style, color and signs.•Develop regulations, guidelines and incentives for on-lot aesthetics, infrastructure improvements and donation of public easements for waterfront boardwalks and other forms of public access to the waterfront.•Incorporate design criteria into zoning regulations from this plan and where appropriate from the 1992 Kent Narrows Waterfront Village Center Development Handbook. | <ul style="list-style-type: none">•Amend County Code:<ol style="list-style-type: none">1) To require dedication of 12 foot public easement along waterfront where feasible.2) Development review requirements to improve waterfront with 12' boardwalk where feasible.3) Development review requirements to provide public access to waterfront from other public areas, walkways/paths and sidewalks where feasible.4) To incorporate design guidelines contained in this plan.5) To replace 1992 Kent Narrows Waterfront Village Center Development Handbook with zoning updates. | | | |
| | | Design, Aesthetics and Beautification <ul style="list-style-type: none">•Landscape existing parking lots along the roadway to create a uniform streetscape and reinforce characteristics of a destination place.•Consolidate access points of businesses making them safer and more aesthetically pleasing. | <ul style="list-style-type: none">•Developer Requirements:<ol style="list-style-type: none">1) Provide parking lot landscaping.2) Provide easement for sidewalks and streetscape improvements along public rights-of-way. | | | |

* Kent Narrows Development Foundation



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| | | Public Infrastructure & Facilities Refer to Commercial Development/Redevelopment plan concept. (page 113 &114) | | | | |
|--|--|--|--|--|--|--|

| Kent Narrows Implementation Plan | | | | | | |
|---------------------------------------|--|---|---|---|--|----------|
| Plan Concept | Plan Objectives | Plan Element & Recommendation(s) | Strategy, Project, Program or Service | Lead Agency & Implementation Partners | Funding Sources | Priority |
| Commercial Development/ Redevelopment | <p>Infill development and redevelopment of opportunity sites with mixed commercial and upper level residential development along with an emphasis on moderate repairs and other improvements to existing commercial structures in accordance with design standards. Redevelop under-utilized commercial properties including vacant commercial space and boat storage space.</p> <p>•Facilitate economic development efforts that support new business start-ups in Niche Markets to support development of a year-round destination.</p> <p>•Allow flexibility in development standards in order to encourage innovation and creativity in development and redevelopment and to discourage underutilization of valuable parcels of land by creating a development review process and regulations that facilitate development and eliminates unnecessary procedures and expenses.</p> <p>•Discourage highway service oriented uses which are aimed at drawing travelers to the Narrows only for a brief period of time.</p> <p>•Facilitate and promote private sector investment and growth.</p> | <p>Land Use</p> <p>•Encourage all new development to incorporate 2 or more uses (including residential and non-residential) within a single development.</p> <p>Economic Development</p> <p>•Create a destination place by promoting small-scale businesses.</p> <p>•Pursue the development of small businesses in <i>Niche Markets</i> to meet the needs of year-round residents, slip holders and visitors/tourists.</p> <p>•Pursue the development and redevelopment of opportunity sites with uses that expand tourism attractions that build upon the concept of geo-tourism: geography, heritage, natural environment and culture of Kent Narrows. Development and redevelopment opportunities include: conference center and resort development, mixed-use commercial center, museum/entertainment center, restaurant and small scale commercial development along waterfront, office mixed with residential development, parking facilities with small-scale commercial development and public parking with shuttle and bike rental.</p> <p>•Provision of reasonably priced housing opportunities for this service industry labor force in close proximity to the Kent Narrows is necessary to assure that Kent Narrows continues as a prime location for employment.</p> | <p>•Amend the County Code to allow flexibility and incentives for mixed use development:</p> <ol style="list-style-type: none">1) Mix “Class A” Office space with residential condominiums.2) Mix “Class A” Office space with first floor commercial (retail and service).3) Mix first floor commercial (retail and service) with residential condominiums.4) Permit convention center and resort developm ent for profit.5) Permit museums, educational exhibits, entertainment and similar uses. <p>•Work with Critical Area Commission to establish existing footprints that allows flexibility with respect to preparing a site for redevelopment by removal of dilapidated structures with no loss of setback and impervious area (Critical Area Regulations).</p> | Property Owners/Developers, County Commissioners, Planning & Zoning, Critical Area Commission | Private and public investment | 1,2,3 |
| | | | <p>•Remove dilapidated structures, assemble land through developer partnerships and develop/redevelop sites.</p> <p>•Provide public infrastructure and facilities – expansion of water and sewer facilities as needed.</p> | | | |
| | | | <p>•Acquire site(s) for new public parking and provide additional public parking as development occurs.</p> | County Commissioners, KNDF, Planning & Zoning | State Capital Program (<i>state bond program</i>), special tax revenues, County revenues, KNDF | 2,3 |
| | | | <p>•Work collaboratively to identify opportunities within sensible proximity to the Kent Narrows and at densities such that the free market will provide such type of workforce housing.</p> | Developers, County Commissioners, Planning & Zoning, | Private investment | 2 |



| Kent Narrows Implementation Plan | | | | | | |
|---|--|--|---|--|---|----------|
| Plan Concept | Plan Objectives | Plan Element & Recommendation(s) | Strategy, Project, Program or Service | Lead Agency & Implementation Partners | Funding Sources | Priority |
| Commercial Development/ Redevelopment (continued) | <p>Infill development and redevelopment of opportunity sites with mixed commercial and upper level residential development along with an emphasis on moderate repairs and other improvements to existing commercial structures in accordance with design standards. Redevelop under-utilized commercial properties including vacant commercial space and boat storage space.</p> <p>•Facilitate economic development efforts that support new business start-ups in Niche Markets to support development of a year-round destination.</p> <p>•Allow flexibility in development standards in order to encourage innovation and creativity in development and redevelopment and to discourage underutilization of valuable parcels of land by creating a development review process and regulations that facilitate development and eliminates unnecessary procedures and expenses.</p> <p>•Discourage highway service oriented uses which are aimed at drawing travelers to the Narrows only for a brief period of time.</p> <p>•Facilitate and promote private sector investment and growth.</p> | <p>Public Infrastructure & Facilities</p> <p>•Connect all new development and redevelopment to the public water and sewer system whenever possible.</p> <p>•Water – Expand/upgrade to meet current and future needs.</p> <p>•Sewer Facilities – Expand/upgrade to meet current and future needs.</p> <p>•Public Parking – Expand to meet current and future needs.</p> <p>•Assess infrastructure to meet needs during emergency situations.</p> | <p>Water</p> <p>•Conduct a joint public and private water study to determine system needs on public and private property and to what extent the needs are translated into capital improvements.</p> <p>1) Expand water facilities by making connections to other County facilities to expand distribution systems within the entire Growth Area.</p> <p>2) Identify need that can only be met by new facilities such as a water tower.</p> <p>•Upgrade/replace distribution systems on private properties to ensure adequate distribution.</p> <p>•Eliminate on-lot wells for potable use whenever possible.</p> <p>•Encourage use of on-lot wells for non-potable uses such as watering of plants, boat washing and similar uses.</p> <p>Sewer</p> <p>•Maintain system capacity and treatment capabilities.</p> <p>•Expand capacity as needed for development.</p> <p>Stormwater Management Facilities</p> <p>•Clearly identify Critical Area and other state requirements that impact private and public community development projects.</p> <p>Public Parking</p> <p>•Enforce parking requirements.</p> <p>•Use wayfinding signage to direct visitors to parking.</p> <p>•Provide information kiosks at key locations in public spaces and public parking lots that include maps and information about various attractions and services.</p> <p>•Provide adequate lighting for safety.</p> <p>•Provide clearly marked pedestrian connections from parking lots to other locations.</p> <p>•Promote shared parking arrangements and agreements.</p> <p>•Enhance the trail system with additional parking lots at key locations.</p> <p>•Conduct parking analysis to include capacity analysis and feasibility assessment for new facilities.</p> <p>1) Parking capacity analysis for existing and future parking needs.</p> <p>2) Review parking standards based upon needs with 25% reduction provision.</p> <p>3) Feasibility Study for new parking facilities to meet current and future needs and address the following issues .</p> <p>(a) Location of public parking facilities (lots and structures) to inland lots and lots on the edge of the Growth Area.</p> <p>(b) Satellite parking areas with shuttle service for employees.</p> <p>(c) Adequate parking for boat trailers.</p> <p>(d) On-street parking at appropriate locations.</p> <p>(e) Feasibility of a parking structure under the bridge.</p> <p>•Promote shared parking arrangements and agreements.</p> <p>Capital Improvements Program (CIP)</p> <p>•Develop a capital improvements program specific to Kent Narrows to identify the use of impact fees, special taxes and other sources of revenue for public improvements.</p> <p>1) Sewer, water, streets and streetscapes, parks and other public lands, public parking and similar capital expenditures.</p> <p>2) County lease of excess public parking areas to generate revenue to fund future parking and parking facilities (lots and structures).</p> | County Commissioners, KNDF, Office of Economic Development, Department of Finance, County Departments, Water/Sewer Districts, Developers | General Funds, Bonds, Special Tax District funds, State Bond Program, State Grants and Developers (impact fees), Capital Improvements Programming | 1,2 |



| Kent Narrows Implementation Plan | | | | | | |
|---|--|---|---|--|---|----------|
| Plan Concept | Plan Objectives | Plan Element & Recommendation(s) | Strategy, Project, Program or Service | Lead Agency & Implementation Partners | Funding Sources | Priority |
| Residential Development | In order to best preserve the waterfront character, all new residential development should be part of a mixed commercial development proposal. | Land Use <ul style="list-style-type: none">•Encourage all new development to incorporate 2 or more uses (including residential and non-residential) within a single development. | <ul style="list-style-type: none">•Amend County Code to promote mixed use development to only permit residential development as part of a mixed-use development proposal. | Planning and Zoning Staff, Planning Commission, Developers and Property Owners | General operating budget | 1 |
| Open Space Development and Creating Connections | <p>Preserve natural and scenic areas as open space and preserve views. Establish public open spaces and enhance existing public open spaces with connections to commercial development along the waterfront through the use of sidewalks, walkways, paths and boardwalks.</p> <ul style="list-style-type: none">•Provide and preserve public access, views and vistas to the waterfront.•Link the four quadrants for pedestrian access, centralize parking and provide for pedestrian access through the area, preferably along the waterfront to alleviate the need for vehicular traffic throughout Kent Narrows.•Establish County incentives for developers and property owners to create public improvements on or off their sites that enhance pedestrian access, create boardwalks along the water, create public plaza areas and create architectural features. | Land Use <ul style="list-style-type: none">•Work collaboratively with adjacent property owners to comprehensively develop a Master Plan for the Wells Cove area to effectively utilize and access the prime waterfront property for public access and use.•Target properties with waterfront access for waterfront, open space and geo-tourism development opportunities including park/open space with access to water activities, museums and educational exhibits (tourism attractions) and mixed commercial uses with publicly accessible boardwalks and/or pathways. | <ul style="list-style-type: none">•Prepare a Master Plan for Wells Cove developed as a waterfront park/open space.•Encourage public parking and private/patron parking (parking lots and structures) to be located on inland lots or on interior/inland portions of lots with waterfront access. | Planning and Zoning Staff, Planning Commission, Department of Parks and Recreation, Developers and Property Owners | State grant funds, General operating budget | 1 |
| | | Design, Aesthetics and Beautification <ul style="list-style-type: none">•Identify design standards for street lighting, bollards, benches, trash receptacles, information kiosks and other amenities.•Identify landscaping standards.•Use street trees planted continuously along the roadway approaching Kent Narrows to reinforce the sense of arrival at their destination. | <ul style="list-style-type: none">•Amend the County Code to include design standards where appropriate.•Identify graphically a standard for design, aesthetics and beautification in public spaces. | | | |
| | | Public Space Improvements <ul style="list-style-type: none">•Provide improvements to existing public lands that provide water access. | <ul style="list-style-type: none">•Public space improvements on county park lands at Well's Cove (boardwalk, public space, facilities to accommodate vendors and improved public space for special events and activities). | County Commissioners, Departments of Parks & Recreation and Planning & Zoning | Various state funding sources, County Funds | 1,2 |
| | | Bicycle & Pedestrian Connections <ul style="list-style-type: none">•Refer to Circulation Plan Concept on last page of matrix for details. | | | | |



| Kent Narrows Implementation Plan | | | | | | |
|----------------------------------|--|--|---|---|---|----------|
| Plan Concept | Plan Objectives | Plan Element & Recommendation(s) | Strategy, Project, Program or Service | Lead Agency & Implementation Partners | Funding Sources | Priority |
| Geo-Tourism | Continue preservation of waterfront heritage, natural and scenic resources enhanced by educational exhibits that sustain or enhance the geographic character of the environment, culture, aesthetics, heritage and the well-being of residents contributing to creating and sustaining a year-round destination. •Establish Kent Narrows as a year-round destination by encouraging a mixture of uses that will attract visitors to the area. Such uses include, but are not limited to, specialty retail, restaurants, public seafood and farmers markets, hotels, conference center, and boatworks. •Increase and diversify waterfront experiences through establishing appropriate uses, activities/attractions, festivals, events and performances. •Encourage the County to reinvest hotel room taxes and special district taxes in recreation, tourism promotion and amenities in Kent Narrows. | Promotions •Develop promotional strategies specific to Kent Narrows (promote as a year-round destination) | •Develop a promotional campaign addressing various geo-tourism aspects of Kent Narrows . | Office of Tourism, KNDF | KNDF, special tax district funds and Hotel Tax | 1 |
| | | Economic Development •Pursue the development and redevelopment of opportunity sites with uses that expand tourism attractions including geography, heritage, natural environment and culture. | •Develop a museum/ entertainment center. •Develop observation towers at key locations. •Develop a conference center and/or resort hotel. | County Commissioners, Office of Economic Development, Planning and Zoning Staff, Developers and Property Owners | County revenues, State funding sources, Developers and Property Owners | 2 &3 |
| | | Land Use •Maintain land use regulations that preserve natural and scenic areas and open spaces Public Safety •Signage of dangerous areas where land meets the waters edge to restrict access from uses including walking, fishing, swimming and crabbing. | •Maintain current regulation for Critical Area Designations. •Credit for preservation and enhancement of viewscales and natural features. •Update Critical Area Program to recognize footprints of dilapidated buildings for future development to enable demolition in advance of development. | Planning and Zoning Staff, Planning Commission, Developers and Property Owners | General operating budget | 1 |
| | | Programming •Program year-round events and activities that attract tourists. •Coordinate with County staff. •Continue to strengthen leadership of the KNDF and involvement in implementation of this plan. •Coordinate with State and Federal agencies | •Create a full-time position as a Kent Narrows Manager with an emphasis on programming, promotion and coordination of activities and year-round events, foster public/private partnership development and manage facility improvements in Kent Narrows. | County Commissioners, Office of Tourism, KNDF, Department of Parks and Recreation, and local businesses | County Commissioners, KNDF, Special Tax district funds, Hotel Tax, grants and local business sponsorships | 1 |



| Kent Narrows Implementation Plan | | | | | | |
|---|--|--|--|--|---|----------|
| Plan Concept | Plan Objectives | Plan Element & Recommendation(s) | Strategy, Project, Program or Service | Lead Agency & Implementation Partners | Funding Sources | Priority |
| Gateways | Establish Kent Narrows as a gateway to the Chesapeake Bay. Establish gateways to Kent Narrows for motorized and non-motorized modes of travel on both land and water. Gateways may include signage, plantings, structures and amenities at entranceways to Kent Narrows. | Design, Aesthetics & Beautification <ul style="list-style-type: none">•Improve signage along US 50/301 to include attraction signage.•Improve and simplify existing gateway signage at US 50/301 exists 41 and 42.•Simplify and reduce amount of sign clutter along MD 18 and at other key locations to clearly identify amenities by quadrant.•Provide information kiosks that include maps and information about various attractions and services for pedestrians.•Develop a signage system consisting of directional signage, attraction signage and public parking signage.•Utilize the Chesapeake Country National Scenic Byway communities to establish gateway signage for Kent Narrows.•Use landscaping to help drivers realize they are entering a destination place.•Use decorative plantings at gateways around the base of welcome signs and at major intersections to help signal to travelers that they have arrived at a destination. | <ul style="list-style-type: none">•Create and implement a wayfinding signage plan and system.•Acquire land at key locations with appropriate access for the placement of observation towers/gateways via water.•Explore the possibility of gateway improvements at key locations in the Bay approaching Kent Narrows.•Use landscaping and decorative plantings at gateways around the base of welcome signs and at major intersections.•Use street trees planted continuously along the roadway approaching Kent Narrows to reinforce the sense of arrival at a destination.•Landscape existing parking lots along the roadway to create a uniformed streetscape and reinforce characteristics of this destination.•Participate in the Chesapeake Country National Scenic Byways program to place gateway signage. | KNDF, County Commissioners, Office of Tourism, Department of Park and Recreation, Department of Planning & Zoning, Coast Guard | KNDF, Chesapeake Bay Foundation Programs, SAFETEA-LU (enhancement program), Special Tax District Funds and volunteers <i>(for maintenance of plantings)</i> | 2 |
| Organizational Structure and Leadership | <ul style="list-style-type: none">•<i>Improve the organizational structure tasked to attract, manage and sustain economic development within Kent Narrows.</i> | <ul style="list-style-type: none">•Continuing to strengthen the leadership of the Kent Narrows Development Foundation and involvement in implementation of this plan.•Continue dedication of County Economic Development staff to support future development, infrastructure improvements and event organization in Kent Narrows and to act as a liaison to the business community providing an array of technical assistance including but not limited to facilitation of technical aspects of community development, grants writing and administration and public/private partnership development to support plan implementation. | <ul style="list-style-type: none">•County Office of Economic Development – incorporate appropriate aspects of this plan into work program.•Create a full-time position as a Kent Narrows Manager with an emphasis on programming, promotion and coordination of activities and year-round events, foster public/private partnership development and manage facility improvements in Kent Narrows. | County Commissioners, KNDF, Office of Economic Development and County Departments | General operating budget, KNDF and special tax funds <i>(funded by County, private or combination of both)</i> | 1,2 |



| Kent Narrows Implementation Plan | | | | | | |
|----------------------------------|--|---|--|--|--|----------|
| Plan Concept | Plan Objectives | Plan Element & Recommendation(s) | Strategy, Project, Program or Service | Lead Agency & Implementation Partners | Funding Sources | Priority |
| Circulation/Transportation | Provide safe and efficient means of transportation for all modes of travel to access Kent Narrows as a point of destination and to then travel about within Kent Narrows by means of land and water. | <p>Bicycle & Pedestrian Connections</p> <ul style="list-style-type: none">•Develop streetscape, boardwalk and trail connections to enable movement within and between the four quadrants.•Provide pedestrian scale lighting, plantings, signage and other amenities.•Develop regional connections with expansion of the Cross Island Trail to provide connections to Chester, south of US 50, along MD 18.•Promote safe travel behavior through the use of appropriate signage and by providing share-the-road information.•Provide printed information with advice on travel routes, parking facilities and potential congestion/conflict areas.•Provide physical separation between Cross Island Trail on the old Kent Narrows bridge and along MD 18 east of the bridge. <p>Water Access & Safety</p> <ul style="list-style-type: none">•Provide water taxi service.•Identify appropriate water gateways through a coordinated effort with the Coast Guard and other agencies.•Improve traffic safety by extending the 6 mph markers to the first day marker at the south end of the Narrows. <p>Traffic Congestion</p> <ul style="list-style-type: none">•Identify traffic congestion solutions based upon a study of both existing and forecasted conditions in conjunction with the location of existing and proposed parking facilities. <p>Traffic Calming</p> <ul style="list-style-type: none">•Reduce traffic speeds through enforcement.•Improve signage and roadway conditions.•Reduce traffic speeds by making roadway improvements.•Use alternative pavement material for shoulders to narrow the perceived width of roadway.•Use alternative paving material for crosswalks, parking areas and high pedestrian use areas.•Enhance MD 18 with improvements such as tree plantings, sidewalks and streetscape improvements, physical separation of the Cross-Island Trail and extension of the trail to improve safety, to enhance local character and to create visual interest for drivers to slow traffic speeds. <p>Traffic Management During Special Events</p> <ul style="list-style-type: none">•Use temporary signs and delineation of temporary parking areas, and employ traffic control personnel during special events to improve safety and traffic operations while maximizing parking availability.•Use road closures and announcements of road closure for special events, advanced planning and advanced notice to adequately manage traffic.•Provide shuttle service from parking facilities to events and attractions. <p>Controlling Access</p> <ul style="list-style-type: none">•Consolidate the access points of businesses making them safer and more aesthetically pleasing. <p>Public Transportation System</p> <ul style="list-style-type: none">•Assess feasibility of public transportation service (seasonal or year-round shuttle/trolley) to connect Kent Narrows with town centers and other key locations within the region. | <ul style="list-style-type: none">•Design and implement streetscape improvements along MD 18 for entire length of Kent Narrows Growth Area.•Design and implement pedestrian crossing improvements at key intersections and locations•Design and implement bicycle and pedestrian facilities to connect existing facilities with public open space and the waterfront.•Provide information kiosks that include maps and information about various attractions and services for pedestrians .•Continue development of the Cross-Island Trail within Kent Narrows and to the edges of the Growth Area to allow for connections within the region.•Develop a basic traffic management plan for special events (modify as needed due to specifics of each event).•Contract with a shuttle service for special events.•Amend County Code to restrict access on to MD 18.•Conduct a traffic congestion analysis incorporating parking feasibility study results to analyze future conditions.•Conduct feasibility study for seasonal and year-round shuttle/trolley system.<ol style="list-style-type: none">1) Research other systems from regions of similar conditions, attractions and needs.2) Service characteristics should consider: per day fee, employee incentives; connections with parking lots outside of Kent Narrows; access to airport; fixed route; on-call services; and public/private sponsorship.•Explore the possibility of public water access at the Exploration Center through the canal on the adjacent property. | Maryland State Highway Administration, County Commissioners, Department of Public Works, Planning & Zoning, Department of Parks and Recreation, Sheriff's Office | State highway funds and federal transit funds, enhancement funds, County revenues and private developers, State park and recreation grants, Special Tax District funds | 1, 2 |



TABLE OF PLANNING COMMISSION'S RESPONSE TO PUBLIC HEARING COMMENTS

This section summarizes the comments that were submitted on the Draft Plan; dated January 27, 2006, that was issued for 60-day review by the Planning Commission in accordance with Article 66B of the Annotated Code of Maryland. The Draft was sent to all State agencies and adjacent jurisdictions for review and comment. A public informational meeting was held on March 16, 2006 at the Grasonville Senior Center and a public hearing was conducted on April 12, 2006, pursuant to Section 3.07 of Article 66B of the Annotated Code of Maryland.

The table contained in this section is a summary of the comments received from State agencies and the public as part of the public informational meeting and public hearing. The table outlines the comments and the Planning Commission revisions, if any, as a result of the comment. The table also provides excerpts from the plan as it relates to the comments. The revisions as outlined in the table are incorporated into this document that is forwarded to the County Commissioners.



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Kent Narrows Community Plan

Public Hearing of April 12, 2006,

Comments Submitted to Planning Commission with Planning Commission's Response / Decision

| Speaker | Issue | Draft Plan Excerpts | For PC discussion | PC Decision |
|-------------------------------------|---|--|--|---|
| SHA – Letter dated 03/20/2006 | Add the following strategy within the transportation section of the Implementation Plan: "Refer to SHA's Scenic Byway Design Guidelines whenever any type of road improvements occur along the Chesapeake Country National Scenic Byway." | | Route 18 is part of the Chesapeake Country National Scenic Byway, it is not intended to be a regulatory tool. | No changes. |
| DNR Letter dated 2/1/06 | <p>Critical Area Commission has offered the following editorial comments for the Plan.</p> <ol style="list-style-type: none"> Page (9) of the Plan references the Critical Area Program adoption date by Queen Anne's County as 1998. However, the ordinance was actually adopted by the County in 1989. Page twenty-five (25) of the Plan references the definitions of the Critical Area designations. There should be added language to clarify that these are abbreviated definitions. Page twenty-nine (29) of the Plan provides description of the RCA, LDA and IDA. All three definitions are incorrect. The County should refer to the definition as listed in the Queen Anne's County Critical Area Program or as listed in COMAR 27.01.01. | <ol style="list-style-type: none"> Page 9: 1998 Chesapeake Bay Critical Area Program In 1998, the County adopted its Chesapeake Bay Critical Area Program and regulations in accordance with State Law. Page 25: Chesapeake Bay Critical Area Designation ... The Critical Areas include Resource Conservation Areas (RCA), Limited Development Areas (LDA), and Intensely Developed Areas (IDA). The following describes each of the areas. ... | <ol style="list-style-type: none"> The County 's adoption of first Chesapeake Bay Critical Area Program was on June 29, 1988, which was updated on February 15, 1989 and June 4, 1996. Suggested language: On June 29, 1988, the County adopted its Chesapeake Bay Critical Area Program and regulations in accordance with State Law, which was updated and amended on February 15, 1989 and June 4, 1996. The Plan only says that it is a description and not definition. It can be further clarified with the recommended language. Suggested language: In order to better clarify, modify the text as follows: The following briefly describes each of the areas. | <p>Page 9: Revise first sentence as follows: On June 29, 1988, the County adopted its Chesapeake Bay Critical Area Program and regulations in accordance with State Law, which was updated and amended on February 15, 1989 and June 4, 1996.</p> <p>Page 25: Revise the sentence as follows: The following briefly describes each of the areas:</p> <p>Page 29: Revise the language as follows to clarify the intent. "Wetlands are present in each of the three critical areas and comprise more than half (59.7%) of all the land in the RCA areas. Existing land use in the Resource Conservation Areas (RCA) of Kent Narrows includes wetlands, agriculture, residential as well as some commercial uses. Existing land use in Limited Development Areas (LDA) within Kent Narrows also includes wetlands, medium and high density residential as well as commercial uses. And, in the Intensely Developed Areas (IDA) in Kent Narrows, existing land uses includes industrial, commercial, medium density residential, institutional, as well as wetlands."</p> |



| Speaker | Issue | Draft Plan Excerpts | For PC discussion | PC Decision |
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| Comments received at the public forum 03/16/2006 | <ol style="list-style-type: none"> 1. Total height restriction of 45' on all structures. Kent Narrows needs to keep the flavor of the area and not look like Ocean City. Need to consider height limits on all constructions. 2. Proposed water tower should be low or some other water needs solution be sought. Do not want a water tower or towers near the Narrows. Would not be at all attractive – pumping station is bad enough. 3. The public ramp by the Piney Narrows Yacht basin needs to be for recreational boaters and not companies launching and pulling large boats. 4. A great first effort that will lead to be a better Kent Narrows. | <ol style="list-style-type: none"> 1. Page 91 Recommendations Land Use Regulations: 3rd bullet <ul style="list-style-type: none"> • Review, analyze and amend the zoning regulations for Waterfront Village Center (WVC) District to be consistent with this plan. <ul style="list-style-type: none"> • Clarify and establish well defined regulations for implementation of bonus provisions. • Maintain existing floor area ratio and height standards. 2. Page 94: Public Infrastructure & Facilities <i>Water Facilities</i> <ul style="list-style-type: none"> ▪ Identify needs that can only be met by new facilities such as a water tower. <ul style="list-style-type: none"> • Conduct feasibility study to site water storage facilities, determine facility type and impacts on the community such as cost, aesthetics, viewscapes and other impacts. • Work with citizens and KNDF to address design issues to ensure integration of a water tower with overall character of the community and with gateway amenities. | <ul style="list-style-type: none"> • Should the Plan recommend that the maximum height in the WVC district be limited to 45'. • Should the plan recommend that the provisions for the bonus height up to 60' be deleted from the WVC district. • Work with citizens and KNDF to address design issues to ensure integration of a water tower with overall character of the community and with gateway amenities. | <p>Height Given the fact that Kent Narrows is a destination place where economic development is encouraged, only a small portion of Kent Narrows has vacant lands, and for any project the bonus height of 60' would be considered by the Planning Commission based on factors such as monetary contributions, value of the public amenity/amenities, open space for the public benefit, and intent of the provisions of Chapter 18. The Planning Commission decided to keep provisions for granting bonus in height.</p> <p>Water Tower No changes. The Planning Commission determined that the Plan adequately addressed the design issues of a water tower.</p> |
| <p>Joe Stevens Steven & Associates, L.L.C.</p> <p>Representing his client Douglas Development Company (Old Outlet Center)</p> <p>Public Hearing Testimony 04/12/2006 & Letter dated 04/24/2006</p> | <ol style="list-style-type: none"> 1. The improvements that are recommended by the draft plan along with visual corridors, public access to water views, creating superior architecture and public spaces and contributing to off-site amenities can be feasible only if the property can be developed with significant amount of non-residential and residential development. The current floor area in the Waterfront Village Center (WVC) district at .30 is lower than any other commercial and/or industrial district that is served by public sewer and/or water (UR and TC are both 0.4 FAR). 2. The County has experienced much success with development proposals in its Planned Development Area where the Planning Commission has established setbacks, height, density, mix of uses and housing types for each individual proposal based on a master plan prepared by the developer. The Planned Development or "PUD" system has also allowed the County to exact significant on- and off- site improvements for the public benefit in exchange for design flexibility. Such a PUD system which allows the Planning Commission to establish residential and non-residential densities within certain parameters may also prove successful in the Kent Narrows. | <ol style="list-style-type: none"> 1. Page 91: Recommendations - Land Use Regulations: 3rd bullet <ul style="list-style-type: none"> • Review, analyze and amend the zoning regulations for Waterfront Village Center (WVC) District to be consistent with this plan. <ul style="list-style-type: none"> • Clarify and establish well defined regulations for implementation of bonus provisions. • Maintain existing floor area ratio and height standards. | <ol style="list-style-type: none"> 1. WVC District Regulations <ul style="list-style-type: none"> ▪ Should the Plan recommend that the floor area ratio and height standards be increased. ▪ With the bonus under the current zoning regulations for the WVC district, the FAR can be increased to 0.5 2. Is a Planned Development technique appropriate for the WVC District. | <p>The Planning Commission determined that the height standards cannot be increased more than the existing WVC district height standards.</p> <p>The Planning Commission, after discussion, decided to consider any changes to the floor area ratio during the zoning ordinance update following the adoption of the plan and modified the text of the Plan as follows: Page 91 Land Use Regulations 3rd bullet 2nd sub-bullet <ul style="list-style-type: none"> • Maintain existing height standards • Evaluate existing floor area ratio standards. </p> |



| Speaker | Issue | Draft Plan Excerpts | For PC discussion | PC Decision |
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| Cathy Szostak Georgette Towes Ellen Filler Public Hearing Testimony 04/12/2006 | <ol style="list-style-type: none"> Height: Would like to see all building height restricted to 45' and don't like waivers for any building/facilities similar to what was done for Hilton Garden. The height of the building needs to be measured to the peak of the building roof and not the mid point of the roof. Super tall, industrial type of buildings will be detrimental to the region. Lighting: Hilton Garden when opened had too much lighting, which was eventually reduced. Would like to see restrictions on light and glare. Prefer amber light and would like to see the lighting standards to remain where they are now. Full Time Manager: These responsibilities should fall to Planning & Zoning Commission or Chamber of Commerce. There is no need to have a full time manager. | <ol style="list-style-type: none"> Page 91 Recommendations - Land Use Regulations: 3rd bullet <ul style="list-style-type: none"> Review, analyze and amend the zoning regulations for Waterfront Village Center (WVC) District to be consistent with this plan. <ul style="list-style-type: none"> Clarify and establish well defined regulations for implementation of bonus provisions. Maintain existing floor area ratio and height standards. Page 98 WVC Design and Architectural Guidelines Exterior Lighting: Exterior lighting should be of a design and size compatible with buildings and adjacent uses. Lighting should be restrained in design, and excessive brightness or glare should be avoided. Lighting for pedestrian areas, streetscapes, sidewalks, boardwalks and public trails/walkways should be aesthetically pleasing and adequate for public safety, as well as keeping with the working waterfront design theme. Page 96 Organizational Structure and Leadership <ul style="list-style-type: none"> Improve the organizational structure tasked to attract, manage and sustain economic development within Kent Narrows. <ul style="list-style-type: none"> Continue to strengthen the leadership of the KNDF and involvement in implementation of the plan. Continue dedication of County staff to support future development, infrastructure improvements and event organization in Kent Narrows and to act as a liaison to the business community providing an array of technical assistance. Such assistance should include facilitation of technical aspects of community development, grants writing/administration and public/private partnership development to support plan implementation. Create a full-time position to staff a Kent Narrows Manager with an emphasis on programming, promotion and coordination of activities and year-round events, foster public/private partnership development and manage facility improvements in Kent Narrows. ... | <ul style="list-style-type: none"> Should the Plan recommend that the maximum height in the WVC district be limited to 45'. Should the plan recommend that the provisions for the bonus height up to 60' be deleted from the WVC district. | <p>Height Given the fact that Kent Narrows is a destination place where economic development is encouraged, only a small portion of Kent Narrows has vacant lands, and for any project the bonus height of 60' would be considered by the Planning Commission based on factors such as monetary contributions, value of the public amenity/amenities, open space for the public benefit, and intent of the provisions of Chapter 18. The Planning Commission decided to keep provisions for granting bonus in height.</p> <p>Lighting No changes. The Planning Commission Determined that the Plan adequately addressed the lighting issues under WVC Design and Architectural Guidelines.</p> <p>Full Time Manager After careful consideration of the need to have a fulltime Kent Narrows Manager position and funding issues the Planning Commission revised the text as follows:</p> <p>Page 96. Organizational Structure and Leadership. 1st bullet and 3rd sub-bullet. Consider creating a full-time position to staff a Kent Narrows Manager with an emphasis on programming, promotion and coordination of activities and year-round events, foster public/private partnership development and manage facility improvements in Kent Narrows</p> |



| Speaker | Issue | Draft Plan Excerpts | For PC discussion | PC Decision |
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| Cathy Szostak Georgette Tows Ellen Filler Public Hearing Testimony 04/12/2006 | Water Tower: There is a proposal to build a water tower at exit 42 which would be 17 stories tall. This is unacceptable. The present white tower (pumping station) itself has an effect on the value of the houses in Oyster Cove. If there is a need, some other location or solution needs to be sought. Problem with water pressure is very minimal and it happened only once during Hurricane Isabel, which was a natural disaster. To build a water tower that will affect the region needs a better reason. | Page 94: Public Infrastructure & Facilities Water Facilities <ul style="list-style-type: none"> Identify needs that can only be met by new facilities such as a water tower. <ul style="list-style-type: none"> Conduct feasibility study to site water storage facilities, determine facility type and impacts on the community such as cost, aesthetics, viewscales and other impacts. Work with citizens and KNDF to address design issues to ensure integration of a water tower with overall character of the community and with gateway amenities. | <ul style="list-style-type: none"> Work with citizens and KNDF to address design issues to ensure integration of a water tower with overall character of the community and with gateway amenities. | No changes. The Planning Commission determined that the Plan adequately addressed the design issues of a water tower. |
| Cathy Szostak Georgette Tows Ellen Filler Public Hearing Testimony 04/12/2006 | Big box: Hilton Garden seems like a big box in the Kent Narrows disturbing the serene atmosphere. Such buildings make us feel like we are in Ocean City and if someone wants Ocean City, it is not too far for them to drive to Ocean City. | Page 97: WVC Design and Architectural Guidelines All new development and redevelopment in the WVC District should make a practical and good faith effort to comply with the following design guidelines. The Planning Director and/or Planning Commission shall consider these guidelines and the applicable design objectives of the Kent Narrows Community Plan when reviewing and approving development and redevelopment within the WVC District. The purpose of these architectural guidelines is to build consistency while allowing flexibility for unique design opportunities. Concepts depicting a few examples of desired types and combinations of architectural features, materials and colors are contained in this section. These concepts depicted in <i>Figure 9: Architectural Design Concepts</i> not to be replicated exactly as depicted, instead these illustrated concepts provide a visual impression when addressing architectural design elements for new structures and existing structures scheduled for rehabilitation. . . . Page 99: Building Design Characteristics: New construction, redevelopment and rehabilitation of existing structures should be designed and built to blend with existing structures in Kent Narrows, encouraging innovative and creative solutions in terms of formal characteristics such as shape, height, massing, roof shapes and door and window proportions. All architectural renderings and construction materials will be subject to review by the KNDF, which shall forward a recommendation to the Department of Planning and Zoning or to the Planning Commission. . . . | | No changes. The Planning Commission determined that the Plan has adequately addressed design issues under WVC Design and Architectural Guidelines. Furthermore, the Planning Commission also considered the fact that Kent Narrows is a destination place where economic development is encouraged, and only a small portion of Kent Narrows has vacant lands, and for any project the bonus height would be considered by the Planning Commission based on factors such as monetary contributions, value of the public amenity/amenities, open space for the public benefit, and intent of the provisions of Chapter 18. Therefore, the Planning Commission decided to keep provisions for bonus height. |



| Speaker | Issue | Draft Plan Excerpts | For PC discussion | PC Decision |
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| Cathy Szostak Georgette Towes Ellen Filler Public Hearing Testimony 04/12/2006 | Year Round Destination: There is so much in the plan about Year Round Destination but there is very little in Kent Narrows to attract a family and to keep them here from going to some place else. Before we loose them to other places, we need to create attractions that cater to all age groups and for people from all walks of life. | Page 96: Economic Development (<i>includes tourism</i>) <ul style="list-style-type: none">• Create a destination place by promoting small-scale businesses and/or landscaped areas to break up the continuous paved surfaces between the travel lane shoulders and parking lots of the existing establishments.• Use special tax district funds for public improvements such as extension of the Cross Island Trail eastward along Route 18, wayfinding signage, streetscape improvements, additional public parking, public space improvements, off-road pedestrian connections and boardwalks.• Pursue the development of small businesses in <i>niche markets</i> to meet the needs of year-round residents, slip holders and visitors/tourists.• Develop promotional strategies specific to Kent Narrows.• Pursue the development and redevelopment of opportunity sites with uses that expand tourism attractions that build upon the concept of geo-tourism: geography, heritage, natural environment and culture of Kent Narrows. Development and redevelopment opportunities include:<ul style="list-style-type: none">○ Convention center and resort development○ Mixed-use commercial center○ Museum/entertainment center<ul style="list-style-type: none">▪ Initiate feasibility study to establish a Watermen’s Heritage Museum consisting of indoor and outdoor exhibits and activities.○ Restaurant and small scale commercial development along waterfront○ Office mixed with residential development○ Public parking with small-scale commercial development○ Public parking with shuttle and bike rental | | No changes. The Planning Commission determined that the Plan has made several recommendations to promote economic development by promoting small scale businesses, pursuing the development of small businesses in niche markets to meet the needs of year-round residents and visitors, which in turn will contribute towards making Kent Narrows a destination place. The Plan also includes recommendation to expand tourism attractions that build upon the concept of geo-tourism. |



| Speaker | Issue | Draft Plan Excerpts | For PC discussion | PC Decision |
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| Cathy Szostak Georgette Tows Ellen Filler Public Hearing Testimony 04/12/2006 | <p>Road Access: Only access is RT 50 and RT 18 which are always backed up during summer weekends. Anyone would need at least 3 hours to cross the Bay Bridge. Even though there is very limited opportunity, would like to see something done about it.</p> <p>Parking: Parking standards are waived so that hotels and restaurants can get build in Kent Narrows. We see people parking on both sides of the streets causing problems to others. Visitors who are not familiar with the region just park on the street. Emergency vehicle could not get to Jetty when there was an emergency because of the vehicles parked on both sides of the street.</p> | <p>Page 93: Traffic Congestion</p> <ul style="list-style-type: none"> Identify traffic congestion solutions based upon a study of both existing and forecasted conditions in conjunction with the location of existing and proposed parking facilities. <p>Page 95: Public Parking:</p> <ul style="list-style-type: none"> Enforce parking requirements. Use wayfinding signage to direct visitors to public parking. Provide information kiosks at key locations in public spaces and public parking lots that include maps and information about various attractions and services. Provide adequate lighting for safety. Provide clearly marked pedestrian connections from parking lots to other locations. Promote shared parking arrangements and agreements. <ul style="list-style-type: none"> ? Utilize a valet parking service to best utilize existing public and private parking facilities. Enhance the trail system with additional parking lots at key locations. Conduct parking analysis to include capacity analysis and feasibility assessment for new facilities. <ul style="list-style-type: none"> ? Conduct a parking capacity analysis of existing and future parking needs. ? Review parking standards based upon needs in Kent Narrows with the 25% reduction to parking requirements provided off-site somewhere in Kent Narrows. ? Conduct a feasibility study (including a cost/benefit analysis) to identify key locations for the development of public parking through private/public partnerships to meet current and future needs. <ul style="list-style-type: none"> ? Target the location of public parking facilities (lots and structures) to inland lots and lots on the edge of the Growth Area that will help reduce traffic congestion. ? Establish satellite parking areas with shuttle service for employees. ? Provide adequate parking for boat trailers. ? Provide on-street parking at appropriate locations. ? Assess feasibility of a parking structure under the bridge. | | <p>No changes. Recognizing the need for public parking and relief for traffic congestions in Kent Narrows, The Planning Commission also determined that the Plan has adequately addressed the issues and made recommendation for consideration to alleviate some of the problems or to conduct future studies on the issues.</p> |



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| Georgette Towes Public Hearing Testimony 04/12/2006 | Preservation of Viewscapes: Chapter 4 talks about preserving viewscapes and there is nothing about preserving viewscapes at Wells Cove. | Page 107: Preservation and Enhancements of Viewscapes <ul style="list-style-type: none">Viewpoint #7 (Enhance and Preserve): The ability for the public to view and access the water from Wells Cove is a tremendous asset to this waterfront community. Enhancement and preservation of this site as a unique gateway and public open space for water and land travelers is crucial. Further development of this site should provide for public access to the water and preserve views of the Bay. Development on adjacent site should be complementary of this public use and allow for continued public access and viewscape. | The Plan addresses the preservation of viewscapes from Wells Cove under Viewpoint # 7. | No changes. |
| Ellen Filler Public Hearing Testimony 04/12/2006 | Public Landing: Big commercial boats are being launched at the public landing and the recreational boaters never get a chance to launch the boat because of the big boats. The public landing is intended for recreational boaters and was not designed to handle big boats. If the commercial boats are being launched by the boat dealers, then they should pay the County to use the public landing. | | Greg Todd, Deputy Director, of the Department of Parks and Recreation made a presentation to the Planning Commission addressing the issue. The following information was provided to the Planning Commission for consideration: The Department of Parks and Recreation has been aware of the issue for the past several years. However, the County does not have the authority prohibit permit commercial haulers at the public landings. In order to address this issue and make commercial haulers pay a proportional fee for their use, in March 2006, the Parks and Recreation Advisory Board re-evaluation the commercial haulers landing permits fee as follows: <ul style="list-style-type: none">\$ 300 for commercial haulers and \$ 50 for every additional trailer that is attached. Landing permit fee for recreational boaters was not modified and it remains \$ 25. | No changes |



REFERENCES

Text References

Queen Anne's County, Chesapeake Bay Critical Area Program, Draft 2/10/05

Queen Anne's County, Chesapeake Bay Critical Area Program, Draft 7/15/04

Queen Anne's County Zoning and Subdivision Regulations, Adopted 7/15/04 with subsequent amendments

Queen Anne's County, 2002 Comprehensive Plan

Volume 1: Community Profile

Volume 2: Policies, Implementing Strategies and Priorities

Appendix: Alternatives Analysis Projections

Queen Anne's County, 2005 Comprehensive Water and Sewerage Plan

Queen Anne's County, 2000-2001 Traffic Data for Kent Narrows and Surrounding areas, Maryland Department of Transportation, SHA

Map References

Bureau of Economic Analysis

Department of Labor & Industry

Maryland Department of Planning

Maryland Department of Transportation

Queen Anne's County Planning & Growth Management

State Highway Administration

United States Census Bureau